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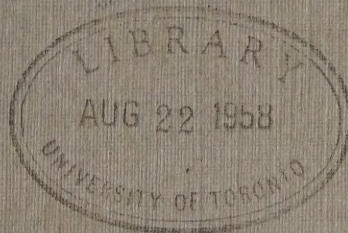
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Vol. 4

25

COPY FOR MR. J. ALLAN ROSS



## HYDRO-ELECTRIC INQUIRY COMMISSION

### AGENDA AND MINUTES OF THE MEETINGS OF THE COMMISSIONERS

VOL. I.—APRIL 13, 1922, TO JULY 31, 1922  
VOL. II.—AUGUST 1, 1922, TO OCTOBER 31, 1922  
VOL. III.—NOVEMBER 1, 1922, TO MARCH 31, 1923  
VOL. IV.—APRIL 1, 1923, TO MARCH 1, 1924.

### VOLUME IV


JOSEPH H. W. BOWER  
SECRETARY











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(100)

RECORDED

APRIL 3rd, 1923.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. E. J. Haug,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Meeting was a continuation of the public hearing with respect to Navigation and Commerce.

# MINUTES OF HYDRO-ELECTRIC INQUIRY COMMISSION

The main witnesses called were the Hon. Douglas Carmichael and Premier Dewar.

The Hearing was adjourned at 5.00 o'clock to be resumed at 2.30 o'clock Wednesday, April 4th. It was at the request of the Hydro officials that the resumption of the Hearing was delayed until 2.30 o'clock.

NOTE: An informal meeting took place in the Commission's offices at which the following gentlemen were present:

The Chairman,  
Mr. E. J. Haug,  
and the Secretary.

## VOLUME IV

(1st April, 1923, to 1st March, 1924)

Mr. Haug, Chairman, in opening the proceedings with Mr. E. J. Haug, Chairman of the Hydro-Electricity Commission, presented a program of investigations into the relations existing between the Treasury Department of the Government and the H.E.C. The following are among the matters discussed:

Mr. Haug reported that he would be in a position to bring in a final report on the subject in the course of a week or ten days.

RECORDED

APRIL 4th, 1923.

The Commission met at 2.30 P. M.

Present:

The Chairman,  
Mr. E. J. Haug,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

As noted the Hearing was called for 2.30 P. M. but Mr. Haug who was to be called, did not appear until 2.15 P. M.



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MINUTES OF HYDRO-ELECTRIC INQUIRY COMMISSION

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COPY

VOLUME IV

(1st April, 1923, to 1st March, 1924)



APRIL 3rd, 1923. (275)

3

Mr. H. W. Rowell conducted the examination of witnesses.

The Meeting was the continuation of the public hearing in Estimates and Appropriations on the Huron-Whitby Railway. TORONTO, APRIL 3rd, 1923.

The Commission met at 10.30 A. M. to be resumed at 10.30

**Present:**

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Meeting was a continuation of the public hearing with respect to Estimates and Appropriations.

The examination of witnesses was conducted by Mr. H. W. Rowell.

The main witnesses called were the Hon. Dougall Carmichael and Premier Brury.

The Hearing was adjourned at 5.00 o'clock to be resumed at 2.30 o'clock Wednesday, April 4th. It was at the request of the Hydro officials that the resumption of the Hearing was delayed until 2.30 o'clock.

**NOTE:** An informal meeting took place in the Commission's offices at which the following were present:

The Chairman,  
Mr. R. A. Ross,  
and the Secretary.

The Meeting was called for the purpose of discussing with Mr. W. D. Bonthron of Price, Waterhouse & Co. progress on investigations into the relations existing between the Treasury Department of the Government and the H.E.P.C. insofar as moneys advanced to the H.E.P.C. were concerned.

Mr. Bonthron reported that he would be in a position to bring in a final report on the subject in the course of a week or ten days.

TORONTO,  
APRIL 4th, 1923.

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.

The Commission met at 2.30 P. M. to be held in connection with the Huron-Whitby Railway.

**Present:**

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

As noted the Meeting was called for 2.30 P. M. but Mr. Gaby who was to be called, did not appear until 3.15 P. M.



(272)

TORONTO,  
APRIL 24, 1924.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. E. J. Harty,  
Mr. J. A. Ross,  
Mr. E. A. Ross,  
and the Secretary.

The meeting was a continuation of the public hearing with regard to testimony and representations.

The examination of witnesses was continued by Mr. E. J. Harty.

The main witnesses called were the Hon. Joseph Thompson and Premier Harty.

The hearing was adjourned at 5.00 o'clock to be resumed at 2.30 o'clock Wednesday, April 24th. It was at the request of the Hydro officials that the resumption of the hearing was delayed until 2.30 o'clock.

At an informal meeting held in the Commission's offices at which the following were present:

The Chairman,  
Mr. E. J. Harty,  
Mr. J. A. Ross,  
and the Secretary.

The meeting was called for the purpose of discussing with Mr. E. J. Harty the evidence of Mr. Thompson & Co. regarding an investigation into the relations existing between the Treasury Department of the Government and the H.E.B.C. insofar as money advanced to the H.E.B.C. was concerned.

Mr. Harty reported that he would be in a position to bring in a final report on the subject in the course of a week or ten days.

TORONTO,  
APRIL 24, 1924.

The Commission met at 2.30 P. M.

Present:

The Chairman,  
Mr. E. J. Harty,  
Mr. J. A. Ross,  
Mr. E. A. Ross,  
and the Secretary.

As noted the meeting was called for 2.30 P. M. but Mr. Harty was unable to be called. He did not appear until 2.45 P. M.



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APRIL 4TH, 1923.

Mr. H. W. Rowell conducted the examination of witnesses.

The Meeting was the continuation of the Public Hearing in reference to Estimates and Appropriations on the Queenston-Chippawa development.

The Hearing was adjourned at 5.00 o'clock to be resumed at 10.30 o'clock, Thursday, April 6th.

S. General Business

(a) Account dated March 21st, 1923, TORONTO,  
Eastern & Milwaukee in respect of APRIL 5TH, 1923.  
Inquiry Commission.

The Commission met at 10.30 A. M.

Present:

The Chairman,

Mr. M. J. Haney,

Mr. J. A. Ross,

Mr. R. A. Ross,

also the Secretary.

The Meeting was in the nature of a public hearing being the continuation of the session in reference to Estimates and Appropriations on the Queenston-Chippawa development.

The examination of witnesses was conducted by Mr. H. W. Rowell.

At the conclusion of the taking of evidence on Estimates and Appropriations for the Queenston-Chippawa development, Mr. Gaby, Mr. Acres and Mr. Timble were examined as to the cost of the work in connection with the Third Pipe Line of the Ontario Power Company.

The examination was concluded at 4.30 o'clock and the Chairman announced that further inquiries into Estimates, Appropriations and Costs on the Queenston-Chippawa development would be continued at a date to be announced later.

The Meeting then adjourned.

The Secretary's memo re inquiries to be held in connection with the Queenston-Chippawa development. In this connection the Secretary tabled and read a memorandum dated April 5th, outlining a plan for inquiries, in reference to the Queenston-Chippawa development. This plan was discussed and adopted as a provisional plan, it being decided however, that no further hearing would be held until such time as the necessary reports in the course of preparation by Mr. Francis were received.

TORONTO,  
APRIL 6TH, 1923.

#### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Commission's report on the S. W. & A. Railway.
4. Secretary's memorandum re inquiries to be held in connection with the Queenston-Chippawa development.

by Messrs. Chairman and Secretary that the agenda be approved as, and the Secretary was thereupon directed to put same through for payment in the ordinary way.



APRIL 28, 1933.

Mr. H. W. Howell conducted the examination of witnesses.

The hearing was the continuation of the public hearing in reference to estimates and appropriations on the Canadian-Chippewa development.

The hearing was adjourned at 5.00 o'clock to be resumed at 10.30 o'clock, Thursday, April 28th.

TORONTO,  
APRIL 28, 1933.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. H. J. Hannay,  
Mr. J. A. Howell,  
Mr. H. A. Knox,  
also the Secretary.

The hearing was in the nature of a public hearing being the continuation of the session in reference to estimates and appropriations on the Canadian-Chippewa development.

The examination of witnesses was conducted by Mr. H. W. Howell.

At the conclusion of the examination of witnesses on estimates and appropriations for the Canadian-Chippewa development, Mr. Hannay, Mr. Knox and Mr. Howell were examined as to the cost of the work in connection with the third time line of the Ontario Power Company.

The examination was concluded at 4.30 o'clock and the Chairman announced that further inquiries into estimates, appropriations and costs on the Canadian-Chippewa development would be continued at a date to be announced later.

The hearing then adjourned.

TORONTO,  
APRIL 28, 1933.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Commissioner's report on the H. W. & A. Railway.
4. Secretary's memorandum in relation to be held in connection with the Canadian-Chippewa development.



APRIL 6th, 1923.

AGENDA (Continued)**5. General Business:**

- (a) Account dated March 31st, 1923, submitted by Clarkson, Gordon & Dilworth in respect of services rendered the Inquiry Commission.
- (b) Account rendered by H.E.P.C. in connection with public hearing at Niagara Falls, Feb. 6th, 7th and 8th.
- (c) Account rendered by H.E.P.C. in respect of accounts rendered them by W. C. Coe, official reporter.
- (d) Memorandum re progress being made in preparation of general reports for the information to the Commission.

The Commission met at 10.30 A. M.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. R. A. Ross,  
also the Secretary.

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The Minutes of all previous meetings not recorded as read, were read and approved.

The items on the Agenda were next considered in the following order:

The Secretary's memo re inquiries to be held in connection with the Queenston-Chippawa development. In this connection the Secretary tabled and read a memorandum dated April 5th, outlining the general scheme for inquiries, in reference to the Queenston-Chippawa development. The plan was discussed and adopted as a provisional plan, it being decided however, that no further hearing would be held on the subject until such time as the necessary reports in the course of preparation by Mr. Francis were received.

The account bearing date March 31st, 1923, received from Clarkson, Gordon & Dilworth covering services rendered to the Commission between the 1st of May 1922, and the 31st of March 1923, was tabled and discussed. It was decided that in view of the valuable services rendered in the work of inquiry by Messrs. Clarkson and Guilfoyle that the account be approved of, and the Secretary was thereupon directed to put same through for payment in the ordinary way.



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WILLIAM J. BERRY

WILLIAM J. BERRY

WILLIAM J. BERRY

- (a) ...
- (b) ...
- (c) ...
- (d) ...

The Commission met at 10.30 A.M.

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The list of the agents were most concerned in the following

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APRIL 6th, 1922.

The account rendered by the H.E.P.C. in connection with the public hearing at Niagara Falls, February 6th, 7th and 8th was discussed, it being decided that no decision would be made at the present meeting with regard to this payment. The Secretary was directed to make arrangements that other accounts of the Hydro be not held upon account of the delay in the decision of this matter.

Account submitted for the approval of the Commission by the H.E.P.C. in respect of account rendered them by W. C. Coe, covering charges in respect of copies of evidence was tabled and the Secretary was directed to inform the H.E.P.C. that the Commission was not called upon to meet charges of this nature.

The Secretary tabled a report regarding the progress being made in the preparation of general reports for the information of the Commission and requested instructions as to whether the completion of reports in hand be held up until auditors reports for the period ending October 31st, 1922, were completed. The Secretary was directed to use figures available as of October 31st, 1921, and complete the reports forthwith. In this connection it was decided that when the Commission was reporting to the Government on the various subjects, if 1922 figures were then available same would be attached to the report in the form of an addenda.

The Secretary read to the Commission, a letter bearing date of April 4th, from R. J. Durley, Secretary of the Canadian Engineers Standards Association relating to report on the Ontario Power Company accident by Mr. Walter J. Francis.

Consideration was next given to the Commission's report to the Government on the E. W. & A. Railway. The draft report prepared by the Chairman was discussed, amended and approved.

It was decided that the general report on the Guelph Radial Railway, submitted March 14th, 1923, met with their approval and the Chairman thereupon informed the meeting that he would immediately proceed with the drafting of a report to the Government on this subject.

Commissioner Haney made reference to a letter bearing date of April 2nd, from D. R. Street, Secretary-Treasurer of the Ottawa Electric Company, and the Secretary was directed to acknowledge same.

The Meeting then adjourned.

TORONTO,  
APRIL 10th, 1923.AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Engineering report, Severn System, Walter J. Francis and Frederick B. Brown.



The second volume is the first of a series of three volumes, the first volume being devoted to the history of the city of New York, the second to the history of the State of New York, and the third to the history of the United States. The first volume is the most interesting and the most valuable, and it is the only one of the three volumes which is worth reading. The second volume is the most interesting and the most valuable, and it is the only one of the three volumes which is worth reading. The third volume is the most interesting and the most valuable, and it is the only one of the three volumes which is worth reading.

1. The above information was obtained from the records of the Department of the Interior, Bureau of Land Management, and is being furnished to you for your information.

The following is a list of the names of the persons who have been appointed to the various positions in the Department of the Interior, for the year 1900.

12. The report of the committee on the subject of the "National Association of Manufacturers" is being prepared by the committee on the subject of the "National Association of Manufacturers" and is being prepared by the committee on the subject of the "National Association of Manufacturers".

CONFIDENTIAL - SECURITY INFORMATION

It was decided that the material covered in the above letter should be included in the report of the Committee on the subject of the proposed new law, and that the Committee should be asked to report on the subject of the proposed new law.

and the University was founded in 1863.

SECRET



APRIL 10th, 1923.

The Commission met at 10.30 A. M.

Present:

Mr. H. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Secretary informed the Meeting that the Chairman was indisposed and would not be present at the Meeting. It was then moved and seconded that Mr. H. J. Haney take the chair.

The Secretary informed the Meeting that arrangements were being made for the holding of a hearing in reference to the financial relationship existing between the Government, the H.E.P.C. and the Hydro municipalities, and in this connection tabled and read a memo bearing date April 9th, 1923, setting forth in general outline a proposal in this connection. The plan was provisionally approved of.

In connection with the above memo the Secretary tabled and read draft of a proposed letter to be sent to all the Hydro municipalities in the Province of Ontario. The letter was discussed in detail, amended and the Secretary was directed to have same sent to all municipalities together with necessary notification to the President of the Ontario Municipal Electric Association and the H.E.P.C. It was provisionally decided that the hearing would commence at 10.30 in the forenoon of Tuesday, April 24th.

The Secretary informed the Meeting that it had been found necessary to relieve Miss McDougall of her duties and asked that the letter addressed to Mr. Haney be read. This was done, the letter being duly noted and the Secretary's action approved of.

Mr. Walter J. Francis and Mr. Frederick B. Brown were then called. Mr. Walter J. Francis tabled a letter bearing date April 9th, 1923, addressed to the Secretary of the Commission having reference to, and being a reply to letter of the 6th inst. signed by Mr. Darley on behalf of the Canadian Engineering Standards Association. The Secretary was directed to send a copy of this letter to Mr. R. J. Darley.

Mr. Frederick B. Brown then tabled and read engineering report entitled "Study of Severn System". The report was duly considered by the Commission and accepted as written. Mr. Francis and Mr. Brown then informed the Meeting that reports on Wandell System and Rideau System would be ready on Wednesday and Thursday of the present week and it was arranged that they should be sent to the Commission for reading and observation.

The Meeting then adjourned.



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APRIL 11th, 1923.

There was no official Meeting of the Commission, on this date.

An informal meeting took place in the forenoon at which the Chairman, Commissioners H. J. Nancy and R. A. Ross were present, also the Secretary.

At this informal meeting some consideration was given to the Commission's report to the Government in respect to the S. W. & A. Railway. The Secretary also brought to the attention of the meeting, action taken by the H.E.P.C. with respect to revision of depreciation rate applicable to the operations of various Hydro Systems, and in this connection read extracts from H.E.P.C. minutes, appearing in Price, Waterhouse & Company's report entitled "Extracts from Minutes of Meetings of Commissioners, and addenda for the year 1922." The extracts read were those appearing on p. 169 and p. 190 of the above named report.

The Secretary informed the meeting that this readjustment of depreciation account, inasmuch as the action taken by the H.E.P.C. was retro-active, would make financial statements at present being used in the preparation of general reports incorrect. The Secretary was directed to use the financial statements up to the period ending October 31st, 1921, and to add to the report an addenda stating that the recent change made with respect to depreciation account, would now necessitate the revision of all figures to meet the new conditions now applying.

A discussion then took place in reference to the proposed hearing regarding general relations existing between the Government, the H.E.P.C. and Hydro Municipalities. The Secretary was directed to bring this matter up for official discussion at the meeting on Thursday, April 12th.

TORONTO,  
APRIL 12th, 1923.AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Interview with Mr. W. D. Bonthron of Price, Waterhouse & Co. relative to report relating to financial relations between the Government and the H.E.P.C.
4. General discussion regarding public hearing to be held relating to general relations.
5. A discussion of matters referring to advisory reports on Queenston-Chippawa development.
6. General Business.







APRIL 12th, 1923.

The Commission met at 4.00 P. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred, Mr. Bonthron of Price, Waterhouse & Co. together with his assistant Mr. Murray being called.

Mr. Bonthron reported verbally to the Commission, progress that was being made on the investigation of financial relationship existing between the Government and the H.E.P.C. and stated in a general way the nature of the report to be submitted, and the results that his investigation had so far disclosed. Mr. Bonthron advised the Commission that the report would be completed and ready for presentation during the week of April 15th. Mr. Bonthron concluded his report at 5.00 o'clock.

The Commission then considered in some detail, draft report on the S. W. & A. Railway for presentation to the Government. Certain amendments were made, it being decided that the discussion of this and other subjects would be continued at the meeting on Friday, April 13th.

The Meeting adjourned at 5.20 o'clock.

TORONTO,  
APRIL 13th, 1923.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. General discussion regarding public hearing to be held entitled "General Relations."
4. Discussion of matters referring to advisory reports re Queenston-Chippawa development.
5. General Business.

The Commission met at 11.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.



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APRIL 15th, 1923.

Minutes of the previous meetings, namely that of Tuesday April 10th, the informal meeting of Wednesday, April 11th and the meeting of Thursday, April 12th, were read and approved.

The Secretary informed the meeting that all material was in readiness for the continuation of the hearing on Hydro Radials. The Secretary was thereupon directed to arrange for the hearing at the earliest date possible.

The discussion in reference to hearing on "General Relations" was reopened, and the date definitely set for Tuesday, April 24th. It was decided that the first session would be of a preliminary character, at which members of the Legislature, members of the Ontario Municipal Electric Association and representative citizens, would be asked to be present. A list of names was suggested, and the Secretary directed to confer with the Chairman in sending out the necessary notices.

A preliminary report in the form of a letter bearing date April 12th, in respect of the evidence taken at the hearing on Estimates and Appropriations, submitted by Newton W. Howell, K. C. was read and noted.

Some consideration was given to the question as to whether the consulting engineers, who had submitted advisory reports on the Queenston-Chippawa development should be called in person to give evidence at future hearings. No definite decision was arrived at in reference to this matter.

A letter from Mr. F. W. Wegenast, bearing date April 11th, was read and noted, and the Secretary directed to inform Mr. Wegenast that on the receipt of the documents noted therein, his account would be approved of for payment by the Government.

The Commission's report to the Government on the S. J. & A. Railway was then considered, certain amendments made and the report signed by all commissioners present. The Secretary was directed to hold same for the signature of Commissioner Lloyd Harris on Monday, the 16th inst.

The Meeting then adjourned.

TORONTO,  
APRIL 17th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Engineering Report by Mr. Walter J. Francis entitled "Chapter 'H', Construction Plant, Part I, Concrete and Reinforced Concrete".
4. General Business.



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the property interest. The finding that all property was so involved for the maintenance of the house at 1200 1/2 Street, NW, during the year 1964, is based on the fact that the property was so involved.

The following is a list of the names of the persons who have been identified as having been in contact with the subject of this investigation, and who have been identified as having been in contact with the subject of this investigation, and who have been identified as having been in contact with the subject of this investigation.

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United Kingdom regarding the proposed changes to the law of the United Kingdom regarding the treatment of the British Commonwealth and the British Empire.

1965-1966

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

The President's report to the Government on the 12th of January 1954, was a very important one. It was a report on the progress of the Government's work during the year 1953. The President's report was a very important one. It was a report on the progress of the Government's work during the year 1953. The President's report was a very important one. It was a report on the progress of the Government's work during the year 1953.

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APRIL 17th, 1923.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. Walter J. Francis was on hand and presented and read his report, Chapter "H", Construction Plant, Concrete and Reinforced Concrete. The report was fully discussed, it being decided that the second part of this series of reports dealing with transportation facilities, Queenston-Chippawa development would be presented at the meeting on Wednesday, April 18th.

Mr. Francis then reported to the Commission, the nature of his discussion with the engineers of the H.E.P.C. in connection with revised depreciation rates. Mr. Francis prefaced his remarks by stating that the matter had been called to his attention by the Secretary, to the effect that the Chief Engineer of the H.E.P.C. had used statements made by him as an official approval of the depreciation rate, such action taken by the Chief Engineer of the H.E.P.C. being a matter of record in the H.E.P.C. Minute Book. In this connection Mr. Francis stated that during the regular routine of his investigations, H.E.P.C. engineers had requested his engineering opinion in reference to depreciation rates that may be charged on various types of equipment, and that on different items he had given them the benefit of his engineering judgment in the matter in an entirely unofficial way, and without official approval to any comprehensive depreciation schedule. Mr. Francis stated that no action taken by him could justly be interpreted by H.E.P.C. engineers as an official approval of changes in connection with this account.

The Secretary brought to the attention of the Commission a letter bearing date April 16th, 1923, received from the Secretary to the Prime Minister, enclosing account received by the Government from Mr. P. H. Mitchell, Consulting Engineer, for services in connection with the inventory of construction equipment used on the Queenston-Chippawa development. The Chairman informed the meeting that he would take the matter up with the Prime Minister.

The Secretary presented account in favor of Fraser, Brace, Limited, in the amount of \$200, in connection with services rendered in studying construction costs during the period 1913 to 1922. Payment of the account was approved of.



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APRIL 17th, 1923.

The Secretary informed the Meeting that all expenses in connection with the work of the Commission to the 31st of March 1923, amounted to \$311,996.47. The Commission was further informed that the expense during the month of March amounted to \$32,886.99 representing an increased expenditure over previous months, due to the payment of the account of Messrs. Clarkson, Gordon & Dilworth in the amount of \$6,540.00.

The Secretary tabled and read extracts from a letter dated April 16th received from Mr. H. W. Rowell setting forth conditions obtaining in the United States, whereby under the Federal Water Power Act of the United States, 1920, a Federal Power Commission had jurisdiction over the work done by private companies in connection with power development.

The Secretary informed the Meeting that a memo had been received from Mr. H. W. Rowell in reference to evidence elicited for the Commission in connection with the Queenston-Chippawa development.

The Secretary informed the Meeting that a general report on the Eugenia System for consideration by the Commission was completed and would be ready for presentation at the Meeting on Wednesday, April 18th.

TORONTO,  
APRIL, 18th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Engineering Report by Mr. Walter J. Francis entitled "Chapter 'H', Construction Plant, Part II, Transportation System."
4. General Business.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.



[104]

July 19, 1904

The following table shows the results of the investigation in connection with the work at the dam. It is the result of the work done by the Hydrological Survey, Columbia, S. C., during the summer of 1904. The results are given in the following table, which is divided into two parts, the first showing the results of the work done by the Hydrological Survey, Columbia, S. C., and the second showing the results of the work done by the Hydrological Survey, Columbia, S. C., during the summer of 1904.

The following table shows the results of the investigation in connection with the work at the dam. It is the result of the work done by the Hydrological Survey, Columbia, S. C., during the summer of 1904. The results are given in the following table, which is divided into two parts, the first showing the results of the work done by the Hydrological Survey, Columbia, S. C., and the second showing the results of the work done by the Hydrological Survey, Columbia, S. C., during the summer of 1904.

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104

July 19, 1904

104

1. Results of the investigation.
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APRIL 19th, 1923.

Mr. Walter J. Francis was called, and tabled and read his report, being section of Chapter "H" dealing with transportation facilities used in connection with the Queenston-Chippawa construction work. The report as read by Mr. Francis was discussed and considered in detail by the Commission.

In connection with the statement made by the H.E.P.C. that it was necessary to speed up the construction work on the Queenston-Chippawa development in order to cope with the rapidly increasing demand for power, Mr. Francis was requested to have Mr. Frederick B. Brown prepare for the Commission a report analysing the loads from the year 1914 up to the present time. In connection with this report Mr. Francis was asked to state therein the amount of power that was available for purchase by the H.E.P.C. from private companies, and which could have been used to supplement the power then available.

It was decided that the two other reports constituting the completion of Chapter "H" engineering data, would be presented and read at the meetings of the Commission on the 19th and 20th inst.

In connection with the disposal of construction equipment on the Queenston-Chippawa Development, Mr. Francis reported verbally to the Commission, that the H.E.P.C. had largely adopted his recommendations in this connection and reached an agreement with two companies, namely F. H. Hopkins & Co., and the General Equipment Company, whereby these companies would undertake to sell on a commission basis, equipment not required by the H.E.P.C. at prices approved of by the H.E.P.C. He stated further that the H.E.P.C. had the right to withdraw any piece of equipment at any time.

The Secretary presented to the Commission, general report on the Eugenia System for reading and remarks.

The Meeting then adjourned.

TORONTO,  
APRIL 19th, 1923.

#### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Engineering Report by Mr. Walter J. Francis entitled "Chapter 'H', Construction Plant, Part III, Earth and Rock Excavation in Canal."
4. General Business.

The Commission met at 10.30 A. M.



UNIT 1000

1. The following is a list of the names of the persons who have been appointed to the various positions in the Department of the Interior, and who have been sworn in as such.

2. The following is a list of the names of the persons who have been appointed to the various positions in the Department of the Interior, and who have been sworn in as such.

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APRIL 19th, 1923.

## Present:

The Chairman,  
 Mr. H. J. Haney,  
 Mr. Lloyd Harris,  
 Mr. J. A. Ross,  
 Mr. R. A. Ross,  
 also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. Walter J. Francis presented and read his report being Chapter E, section dealing with earth and rock excavation in the canal, Queenston-Chippawa development.

The report was considered and discussed in detail it being decided that the other section of Chapter E, dealing with earth and rock excavation in sections of the work other than the canal, would be presented and read at the meeting on Friday, April 20th.

The Secretary reported to the Commission that the extra cost involved in binding reports in special covers after same were printed by the Government, would be as follows:

- (a) In cloth - 25¢ per volume, extra.
- (b) In double thick paper - 7¢ to 8¢ per volume extra.

The Chairman informed the Meeting that he would take the matter up with the Government at the earliest opportunity.

The Meeting then adjourned.

TORONTO,  
 APRIL 20th, 1923.

AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Mr. Francis's Engineering Report, entitled "Chapter 'E', Construction Plant, Part IV, Earth and Rock Excavation."
4. Report by Messrs. Price, Waterhouse & Co. "Investigation of Provincial accounts with reference to Interest Charges on Cash Advances."
5. General discussion re public hearing "General Relations."
6. General Business.

(10)

Waco, Texas

Dear Sirs:  
We are pleased to hear  
from you and hope you  
are well. We are all  
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Waco, Texas

Waco, Texas

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APRIL 20th, 1923.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. Walter J. Francis presented and read his report being part of Chapter "H", Construction Plant, dealing with the earth and rock excavation in the Perebay Welland River intake and power house, Queenston-Chippawa development. The report was discussed in detail.

Messrs. Brown and Murray of Price, Waterhouse & Co. then presented their report, being investigation of accounts of the Provincial Treasurer's Department, with respect to advances made to the Hydro-Electric Power Commission of Ontario. The report was not read in detail, but a verbal review of same was given by Mr. Brown.

The Commission instructed Mr. Brown to prepare supplementary information showing the amount by which interest payments at the rate of 4½, as regulated by statute for the period up to 1914, fell short of recouping the Government in respect of interest and other charges on moneys advanced to the Hydro up to that date.

Mr. Brown also drew to the attention of the Commission, that the Government was the loser of moneys in respect of accumulated interest charges on moneys kept in the bank until such time as they were actually requisitioned by the H.E.P.C. In this connection he stated that it would be a very lengthy and difficult task to even arrive at an approximate figure indicating just what this loss would amount to. The Commission then gave some further consideration to the Public Hearing to be held on the 24th inst. in respect to General Relations.

The question of notifying Hydro Municipalities of this Hearing was reconsidered, and the Secretary directed to forward circular letter to all Hydro Municipalities immediately, notifying them of the date of commencement of the Hearing and giving them an opportunity to appear on that or subsequent dates.

The Secretary informed the Meeting that the information requested of Price, Waterhouse & Co. relative to:

(S)

CONFIDENTIAL

CONFIDENTIAL - SECURITY INFORMATION

SECRET

Mr. Tolson  
Mr. E. A. Tamm  
Mr. Clegg  
Mr. Glavin  
Mr. Ladd  
Mr. Nichols  
Mr. Rosen  
Mr. Tracy  
Mr. Carson  
Mr. Egan  
Mr. Gurnea  
Mr. Hendon  
Mr. Pennington  
Mr. Quinn  
Mr. Nease  
Miss Gandy

The results of the review of the various reports are as follows:

The review of the various reports has shown that the reports are generally of a high quality and contain a great deal of useful information. The review has also shown that the reports are generally well organized and easy to read. The review has also shown that the reports are generally well written and contain a great deal of useful information.

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APRIL 20th, 1923.

- (a) Cash advances by the Province to the Commission.
- (b) Guarantees given by the Province in respect of bond and other liabilities, assumed by, and bonds issued by the Commission.
- (c) Advances made by the Government to the Central Ontario System - was being prepared by Messrs. Clarkson, Gordon & Dilworth as the information was readily available on their records.

This report will be ready for the presentation to the Commission at the next meeting, and will deal with the period up to and including March 31st, 1923.

In this connection Mr. Brown gave a preliminary verbal report on the subject to the effect that:-

- (a) Cash advances by the Province to the Commission were approximately - \$107,000,000.
- (b) Guarantees by the Province - \$43,000,000.
- (c) Advances in respect of Central Ontario System were \$12,000,000.

making in all a direct and contingent liability of \$162,000,000.

The Meeting then adjourned.

TORONTO,  
APRIL 24th, 1923.

The Secretary was instructed to postpone the public hearing set for this date, on account of indisposition of the Chairman. Instructions to this effect were given on Monday, April 23rd, and the Secretary thereupon notified all the Hydro Municipalities and others, regarding the change, setting the date of commencement of the hearing for 10.30 o'clock, Wednesday, April 25th.

TORONTO,  
APRIL 25th, 1923.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. E. J. Haney,  
Mr. R. A. Ross,  
also the Secretary.

ARTICLE IV

(a) The power of the Governor is the Executive.

(b) The Governor is elected by the people in person or by ballot and other means, and holds office for four years.

(c) The Governor is elected by the people in person or by ballot and other means, and holds office for four years.

(d) The Governor is elected by the people in person or by ballot and other means, and holds office for four years.

(e) The Governor is elected by the people in person or by ballot and other means, and holds office for four years.

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(q) The Governor is elected by the people in person or by ballot and other means, and holds office for four years.



APRIL 25th, 1923.

The session was in the nature of a public hearing held in the Reception Room of the Parliament Buildings for the purpose of enquiring into and hearing representations in respect to the matter of General Relations, as between the Government, the Hydro-Electric Power Commission of Ontario and Hydro Municipalities in Ontario.

The examination of witnesses was conducted by the Chairman of the Commission, who questioned all witnesses as to their opinion in reference to resolutions passed at the annual meeting of the Ontario Municipal Electric Association, held in the Hydro Building, Hamilton on April 4th, 1923.

The session on this day was occupied entirely by hearing representations from H. E. Gullfoyle, representing Messrs. Clarkson, Gordon & Dilworth, auditors for the Government, and Hydro accounts, members and officials of the Ontario Municipal Electric Association, representatives of local Hydro Commissions and representatives of Municipal Councils.

Stenographic notes were taken of the proceedings by Mr. W. C. Coe.

The Hearing continued until 6.50 o'clock, adjournment being taken until 10.30 o'clock Thursday, April 26th.

TORONTO,  
APRIL 26th, 1923.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The session was in the nature of a continuation of the public hearing held in the reception room of the Parliament Buildings on the previous day.

The Chairman conducted the examination of witnesses, calling representatives from the various municipalities and others, who had been requested to attend the hearing and give evidence.

Stenographic notes of the Hearing were taken by Mr. W. C. Coe.

THE UNITED STATES OF AMERICA  
DO hereby certify that the within and foregoing is a true and correct copy of the original as the same appears in the records of the Department of the Interior, at Washington, D.C.

100-443887-100

The results in this test are presented in Table 1. The results show that the test is sensitive to the presence of a significant number of false alarms. The test is also sensitive to the presence of a significant number of false alarms. The test is also sensitive to the presence of a significant number of false alarms.

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WASHINGTON, D. C.

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APRIL 26th, 1923.

The hearing was adjourned at 4.30 o'clock to meet again at 10.30 o'clock on Friday, April 27th.

TORONTO,  
APRIL 27th, 1923.

The Commission met at 10.30 A. M.

## Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. E. A. Ross,  
also the Secretary.

The Meeting was in the nature of a public hearing being a continuation of the session adjourned at 4.30 o'clock on the previous day.

The Chairman of the Commission continued the examination of witnesses, certain representatives of municipalities being heard, and in addition evidence was given by others called upon to be present at the hearing.

At this Session of the Hearing, members of the Hydro Electric Power Commission were called upon to express their opinions in reference to the resolution passed at the meeting of the Ontario Municipal Electric Association, held in Hamilton on April 4th, 1923.

The Chairman of the Hydro Electric Power Commission indicated a decided unwillingness to discuss the subject matter of the resolution referred to, or to give any opinion in connection therewith. Commissioners D. Carmichael and J. G. Ramsden were then called upon and gave such information as required.

The Hearing was adjourned sine die, at 1.30 P. M.

TORONTO,  
MAY 1st, 1923.AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. W. D. Bonthron (Report of Messrs. Price, Waterhouse & Co. re investigations of Provincial Advances to H.E.P.C.).

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CONFIDENTIAL

The meeting was held on 10/10/10 at 10:00 AM in the  
conference room, 10/10/10.

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The meeting was held on 10/10/10.

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The meeting was held on 10/10/10 at 10:00 AM in the  
conference room, 10/10/10.



MAY 1st, 1923.

AGENDA (Continued)

4. J. A. McAndrew (Memorandum re Statutory Relations between the Province and the H.E.P.C. in respect of advances made to the Commission to cover expenditures.)
5. General Business.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

Messrs. Bonthron and Brown, representing Price, Waterhouse & Co. and Mr. J. A. McAndrew were present, and the Board took up the reports as presented to the Commission entitled "Investigation of Provincial Accounts with reference to interest charges on Cash Advances." The reports were discussed in detail by Mr. Bonthron and the legal aspects of the question reported upon verbally by Mr. McAndrew.

The Chairman informed the Meeting that the public hearing on the subject of financial relations as between the Government and the H.E.P.C. set for Wednesday, May 2nd would necessarily have to be postponed, inasmuch as the Provincial Treasurer would not be in a position to appear at that time, as his staff are obtaining certain details which will not be completed for presentation before next week. The Board thereupon approved of the postponement of the hearing until a date convenient for the Provincial Treasurer to be present.

It was decided that the Hon. T. W. McGarry, Provincial Treasurer in the Hearst Government would be given an opportunity to appear. The Secretary was directed to forward him a copy of the Price, Waterhouse report for observation. The Secretary was further directed to forward a copy of the report to the H.E.P.C.

Messrs. Bonthron, Brown and McAndrew withdrew from the Meeting and the Board then took up the Minutes of the previous meetings recorded as unread. The Minutes so recorded were approved of.

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Once a plan of action has been developed, the next step is to implement the plan. This involves carrying out the steps that have been identified in the plan and monitoring the progress of the implementation. Finally, the last step in the process is to evaluate the results of the implementation. This involves determining whether the problem has been solved and whether the resources have been used effectively.

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Mr. J. A. Smith  
 Mr. J. B. Jones  
 Mr. J. C. Brown  
 Mr. J. D. White  
 Mr. J. E. Black  
 Mr. J. F. Green

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the relationships between these factors. Once the causes of the problem have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Once a plan of action has been developed, the next step is to implement the plan. This involves carrying out the steps that have been identified in the plan and monitoring the progress of the implementation. Finally, the last step in the process is to evaluate the results of the implementation. This involves comparing the actual results with the expected results and determining the effectiveness of the implementation.

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It was further stated that the above mentioned person was in the United States at the time of the above mentioned events and that he was in the United States at the time of the above mentioned events.

The Board has also been advised by the Director of the Bureau of Census that the information required for the purpose of the study is available from the records of the Bureau.



MAY 1st, 1923.

The Chairman informed the Meeting that the Premier had recommended that the payment of the Mitchell, Hollinrake account sent to the Honorable, the Prime Minister under date of March 29th, should be approved of and paid by this Commission. The Commission approved of the recommendation of the Prime Minister and the Secretary was directed to take the necessary action in connection with the account.

The Secretary read to the Meeting, letter bearing date April 26th, to the Chairman of the Commission from Sir James Woods, setting out certain recommendations with respect to the appointing of a Deputy Minister of Power and a finance Commissioner so that the Government might be kept constantly and fully advised regarding the H.E.P.C. operations.

The Chairman then presented to the Meeting, report to the Government with respect to the Guelph Radial Railway. It was decided that the Commissioners would read same and that the report would be finally dealt with at the meeting of Wednesday, May 2nd.

The Secretary informed the Meeting that he had endeavored to get in touch with Mayor Maguire with reference to a further hearing on Insurance matters, but had failed so far to reach him. It was decided that in addition to considering the report on the Guelph Radial Railway at the Meeting on Wednesday, May 2nd that the Commission would take up matters of general business and discuss further the matter of subjects to be reported upon. In this connection the Secretary informed the meeting that he would have a tentative program ready for discussion at this time.

The Meeting then adjourned.

TORONTO,  
MAY 2nd, 1923.

#### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Commission's report to Government-Guelph Radial Railway.
4. Consideration of future program (In this connection, see Secretary's memorandum May 2, 1923.)
5. General Business.





MAY 2nd, 1923.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

The Commission then considered the report on the Guelph Radial Railway, minor amendments were made, and the report duly signed by all Commissioners. The Secretary was instructed to have the necessary number of copies made, same to be released for publication on Friday, May 4th.

The Commission then gave consideration to the matter of reports on the Queenston-Chippawa development, and in connection with this subject, Commissioner R. A. Ross made certain recommendations which it was decided would be further discussed after final reports and preparation by Mr. Walter J. Francis had been submitted. The Secretary informed the meeting that the first of these reports would be ready for presentation at the meeting on Tuesday, May 8th.

The Secretary informed the meeting that a letter had been received from the Hon. Peter Smith, stating that the public hearing in reference to investigation of Provincial accounts relative to interest charges on advances to the H.E.P.C. could be proceeded with on Wednesday, May 9th. The Secretary was thereupon directed to take the necessary action in arranging for the hearing.

The Commission next gave consideration to the progress being made in reference to reports in preparation by the Secretary's Department for the information of the Commission. In this connection, memorandum bearing date May 2nd, was considered and the progress being made on reports as indicated therein, duly noted and approved of. In connection with the report on the Ontario Power Co. the Secretary informed the meeting that engineering report would be available at an early date, and as soon as received, the report on this subject would be given precedence over all others.

It was decided that the report relative to General Relations should be proceeded with as quickly as possible. The Secretary informed the meeting that preliminary studies were already in hand and as soon as the hearing set for Wednesday, May 9th was completed, the final report to the Commission could be prepared.

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CONFIDENTIAL

The following information was received from the Bureau of the Census, Washington, D. C., on the subject of the above-captioned matter:

The Committee has been unable to determine the exact date of the Committee's formation. It is possible that the Committee was formed in 1941, but this is not certain. The Committee has been unable to determine the exact date of the Committee's formation. It is possible that the Committee was formed in 1941, but this is not certain.

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MAY 2nd, 1923.

With respect to the report on Hydro Radials, it was considered that this matter should also be given special attention. The Secretary informed the meeting that as soon as certain details were supplied by the H.E.P.C., the report could be completed.

The Secretary informed the meeting that Mr. Nussen, Mayor of Niagara-on-the-Lake requested an interview with the Commission in reference to letter sent to the Commission bearing date March 7th, signed by W. E. Lyall, Town Clerk. Mr. Nussen was thereupon called and discussed in some detail, the communication referred to.

The Meeting adjourned at 1.00 o'clock.

TORONTO,  
MAY 2nd, 1923.

The Commission met at 11.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Chairman informed the meeting that he had been asked to attend a conference between the Honorable, the Prime Minister, the Hon. Howard Ferguson and the Hon. Wellington May, and had been requested to discontinue the holding of public hearings and the submission of reports to the Government, until such time as the elections to be held in June were concluded.

The Chairman stated that in discussing the matter with the Honorable Gentlemen, he had pointed out the necessity of the Commission having a free hand in conducting its inquiries and that if public hearings were to be discontinued, the Commission must have the right to hold private sessions to take evidence from any witnesses to be called, so that the progress of the work of inquiry would not be interrupted. The Chairman stated that this proposal was agreed to by all parties, and that in this connection, it was agreed that as soon as the elections were concluded, the Commission might then hold whatever public hearings might be necessary, in order that the work might be brought to a conclusion.

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MAY 3rd, 1923.

The proposals made by the Honorable, the Prime Minister, and the Hon. Howard Ferguson and Hon. Wellington Hay were concurred in by the Commission, and the action taken by the Chairman in this connection approved of.

The Commission then considered at some length the manner in which the private hearings might be conducted, in particular reference to the Queenston-Chippawa development. It was decided that a definite plan in this connection would be concluded as soon as final reports from the Consulting Engineers were received.

The Meeting then adjourned.

TORONTO,  
MAY 9th, 1923.AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Report entitled "Chapter K, Costs, Analysis of Expenditures, Queenston-Chippawa Power Development" - Mr. Walter J. Francis.
4. General Business.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

Minutes of previous meetings recorded as unread, were read and approved.

The Chairman informed the meeting that public hearing set for Wednesday, May 9th, was postponed indefinitely, but would take place as soon as investigations being made by the Treasury Department had been completed.

Mr. Walter J. Francis was then called and presented his report entitled "Chapter K, Costs" being an analysis of expenditures in respect to the Queenston-Chippawa Power Development.





MAY 8th, 1923.

The report was discussed in some detail, and it was decided that any further information as required by the Commission would be decided upon at an early date and definite instructions be given Mr. Francis in this respect.

Mr. Francis reported to the Board that the agreement as between the H.E.P.C. and the Hopkins & General Equipment Cos. had been put into actual operation and that a considerable amount of equipment had already been sold and the sale of other equipment was being actively negotiated.

Mr. Francis further reported to the Board that the Engineering Data report dealing with the Ontario Power Company was now being finally typed and that other reports dealing with systems were being proceeded with in the regular way, and would be ready for presentation at comparatively early dates.

He further informed the Board that studies and charts relative to labor and material prices during the period that the Queenston-Chippawa Development was under construction were being analysed and would be ready for presentation in due course.

Mr. Francis then withdrew from the Meeting.

The Secretary then presented to the Commission for the purpose of study, General Report, St. Lawrence System, bearing date May 4th, 1923.

The Meeting then adjourned.

TORONTO,  
MAY 9th, 1923.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Interview with Sir John Hendrie.
4. General Business.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

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The report was reviewed in great detail, and it was decided that  
any further information as reported by the Committee would be handled  
as to each date and details furnished to them in 1942  
present.

Mr. Thomas reported to the Board that the information as  
the U.S. and the British & Canadian agencies had been  
received and that a considerable amount of material had already  
been sent out the date of which material was being actively  
investigated.

Mr. Thomas further reported to the Board that the investigation  
into reports dealing with the British & Canadian agencies was being  
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## HYDRO-ELECTRIC INQUIRY COMMISSION

COPY FOR ENCLOSURE TO

MAY 9th, 1923.

The reading of the Minutes of the previous meeting was deferred.

Sir John Hendrie was present and a general discussion took place relative to various subjects, stenographic notes of the meeting being taken by Mr. Porritt.

The interview with Sir John Hendrie was concluded at 12.15, whereupon he withdrew from the Meeting.

The Commission then took up in a general way, discussion of further information required to be prepared by Mr. Francis, and Commissioner R. A. Ross presented a tentative plan for summarizing the main items entering into the cost of the Queenston-Chippawa development, as indicated by Chapter K, Costs, presented to the Commission by Mr. Francis at the previous meeting. It was decided that this plan and other data required in connection therewith, would be considered in more detail at the meeting on Thursday, May 10th.

The Secretary was instructed to obtain from Mr. Francis, for the information of the Commission, a sample of progress estimates prepared during the progress of the work on the Queenston-Chippawa development by the H.E.P.C. engineers.

The Meeting then adjourned.

TORONTO,  
MAY 11th, 1923.

### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Memorandum re investigations in respect of Estimates and Costs, Queenston-Chippawa Power Development.
4. General Business.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

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MAY 11th, 1923.

The Minutes of previous meetings recorded as unread, were read and approved.

Requested for information as to what progress was being made in establishing a definite date for the hearing in reference to financial relationship existing as between the Government and the H.E.P.C., the Secretary informed the meeting that no definite date could yet be established as Price, Waterhouse & Co. were still making investigations, and that studies being made by Clarkson, Gordon & Dilworth on behalf of the Treasury Department were also still in progress.

The Secretary then presented to the Commission memorandum bearing date May 10th, 1923, re investigation into estimates and costs, Queenston-Chippawa development. The memorandum and questions arising therefrom were discussed at some length and the Secretary was directed to forward same to Walter J. Francis for his observation with the request that he be prepared to report to the Board at the meeting on Tuesday, May 15th, and give his opinion as to the nature of the investigations to be made and the length of time that it would take to complete same. It was decided that no definite decision would be made in reference to the memorandum until such time as the opinions of Mr. Francis had been obtained.

In connection with the above noted subject, the Secretary was directed to make arrangements on the following items:

1. Make arrangements for Commission to interview those contractors who were requested by the Hydro Electric Power Commission to submit estimates.

In this connection the Secretary read for the consideration of the Board, report bearing date January 11, 1917, addressed to Sir Adam Beck, signed by Mr. F. A. Gaby.

2. Obtain complete list of all contractors working on Welland Ship Canal, during the period 1916-1922, and submit names of same to the Board.
3. Obtain copies of letter sent by the H.E.P.C. to contractors in 1917 requesting them to submit estimates.
4. Instruct the Consulting Engineer to have prepared additional copies of all engineering data reports, so that same might be available for any expert witnesses that might be called.

The Meeting then adjourned.





TORONTO,  
MAY 15th, 1923.

### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Report by Walter J. Francis re further investigations to be made, Estimates and Costs, Queenston-Chippawa Power Development.  
(Memorandum re this subject dated May 10th, 1923.)
4. General Business.

The Commission met at 10.30 A. M.

#### Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The proceedings of the meeting were taken up in discussing investigations yet to be made in reference to estimates and costs on the Queenston-Chippawa Power Development.

Mr. Francis was present at the Meeting and discussed at some length the various questions referred to in memorandum bearing date May 10th, 1923, and illustrated by means of charts and comparative data the studies that it would be possible to make in reference to material and labor conditions during the period 1913 to 1922. Mr. Francis submitted for the Board's attention, uncompleted working drawings showing the expenditures made on the Queenston-Chippawa Power Development in respect of wages and other charts indicating the trend of material prices, the rise and fall in labor rates and the cost of doing work during the period under review.

After reviewing the whole situation at some length Mr. Francis requested permission for an opportunity to go into the matter in greater detail and recommended that before finally deciding on what exact investigations should be made, that the Commission or a committee thereof, meet Mr. H. G. Acres informally and talk over with him in a general way, the various phases of the work. The proposal made by Mr. Francis was approved of, the date for interview with Mr. Acres to be decided upon as quickly as possible.

1. Name of the person being  
2. Address of the person being  
3. Date of birth of the person  
4. Date of death of the person  
5. Date of burial of the person  
6. Date of cremation of the person  
7. Date of interment of the person  
8. Date of exhumation of the person  
9. Date of reinterment of the person  
10. Date of removal of the person

The following table shows the results of the survey for the year 1998. The data is presented in a table with 5 columns: Country, Number of respondents, Percentage of respondents, and the number of respondents who answered 'Yes' and 'No'.

Country	Number of respondents	Percentage of respondents	Yes	No
France	10	100%	10	0
Germany	10	100%	10	0
Italy	10	100%	10	0
Spain	10	100%	10	0
United Kingdom	10	100%	10	0
United States	10	100%	10	0
Other countries	10	100%	10	0
Total	60	100%	60	0

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Accounting and Finance Department

The importance of the various factors in the development of the child is discussed in the following chapters.

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...and also witnesses the growth of nationalism.

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

\*1994 and 1995 were below average, 1996, 1997, and 1998 were

will be able to change our attitude towards political violence

obvies with the use of a support of telescopic tubes, which

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...and the other side of the coin is that the more you know about the world, the more you know about yourself.

*This research was supported by grants from the National Science Foundation.*

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MAY 15th, 1923.

Mr. Francis reported to the Commission that he had arranged to be present on Wednesday and Thursday, and Saturday and Sunday of the present week for the purpose of observation and checking up tests to be made on the operation of generating set No. 2 at the Queenston-Chippawa Power House. He also informed the Board that arrangements had been made at the Secretary's request, that Mr. Hubert Larkin of Larkin & Sangster be present to interview the Commission at the meeting on Friday, May 18th.

The Secretary informed the meeting that it was expected that Mr. Chadwick, Eastern Manager for the Foundation Company, Limited, would be available for an interview on Tuesday, May 22nd, and that it was proposed that Mr. James Pearson of Toronto be asked to meet the Commission at their session on Wednesday, May 16th. The proposals in this connection were approved of.

The Chairman then informed the Board that he had received a letter from Mr. N. W. Rowell stating that his services would be available during the period of May and June, but not during July and August, and requested information as to when he would next be required. In discussing the matter it was concluded that no decision could be given as to when Mr. Rowell's services would next be required until such time as investigations being made by Mr. Francis were completed.

TORONTO,  
MAY 16th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Interview with Mr. James Pearson.
4. General Business.

No regular meeting of the Commission was held on this day, it being impossible for Mr. James Pearson to attend to interview the Commission.

TORONTO,  
MAY 17th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Interview with Mr. James Pearson.

WET 12021, 12021.

Dr. Franklin reported to the committee that he had arranged to be present on Wednesday and Thursday, and that he had made up his mind to be present on Wednesday and Thursday and to make up his mind to be present on Wednesday and Thursday. He also indicated that he had made up his mind to be present on Wednesday and Thursday and to make up his mind to be present on Wednesday and Thursday. The committee at the meeting on Friday, July 1981.

The committee indicated the meeting that it was expected that Dr. Franklin would be present for the committee meeting, which would be available to the committee on Wednesday, July 1981, and that it was expected that Dr. Franklin would be present for the committee meeting on Wednesday, July 1981. The committee is not sure if this meeting was attended or not.

The committee also indicated that it was expected that Dr. Franklin would be present for the committee meeting on Wednesday, July 1981, and that it was expected that Dr. Franklin would be present for the committee meeting on Wednesday, July 1981. The committee is not sure if this meeting was attended or not.

WET 12021, 12021.

12021, 12021.

1. Minutes of the previous meeting.
2. Minutes of the previous meeting.
3. Minutes of the previous meeting.
4. Minutes of the previous meeting.

The committee at the meeting on Wednesday, July 1981, and that it was expected that Dr. Franklin would be present for the committee meeting on Wednesday, July 1981. The committee is not sure if this meeting was attended or not.

WET 12021, 12021.

12021, 12021.

1. Minutes of the previous meeting.
2. Minutes of the previous meeting.



MAY 17th, 1923.

AGENDA (Continued)

## 4. General Business.

The Commission met at 11.00 o'clock.

## Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

As per arrangements made, Mr. James Pearson was on hand to interview the Commission. At the request of the Chairman, Mr. Pearson reviewed at some length the present condition of Hydro Electric Power development in the Province of Ontario, especially having reference to utilization for this purpose of water powers which he considered were the assets of the Province at large, and made certain recommendations as to what changes were desirable in respect to the utilisation of these water powers and what compensation should be paid to the Province for their use by the group of municipalities interested.

Stenographic notes of the interview with Mr. Pearson were taken by Mr. C. E. Porritt.

The Secretary informed the meeting that arrangements had been made for interview with Mr. Hubert Larkin of the firm of Larkin & Sangster, at the meeting on Friday morning, May 18th. The Secretary was instructed to notify the Hydro-Electric Power Commission of such meeting and to inform them that they might have a representative present during the sitting. The Secretary was also instructed to have on hand, Mr. Wm. Coe to take stenographic notes of the Meeting.

The Secretary then made certain recommendations with regard to salary increases as outlined in memorandum bearing date, Wednesday, May 16th. The recommendations submitted were approved of by the Commission.

The Secretary then read the Minutes of previous meetings recorded as aforesaid, same being approved of.

The Secretary on being requested for information as to what arrangements had been made in reference to hearing C. A. Maguire, regarding the subject of Insurance, informed the Meeting that his office had been communicated with but messages had not been replied to, and that letter was being sent to Mr.

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1. The first step is to identify the problem.
 2. The second step is to define the problem.
 3. The third step is to analyze the problem.
 4. The fourth step is to develop a solution.
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 7. The seventh step is to monitor the solution.
 8. The eighth step is to maintain the solution.
 9. The ninth step is to improve the solution.
 10. The tenth step is to document the solution.

At the University of California, Los Angeles, the Department of Psychology has been conducting research on the effects of stress on the human mind. The research has shown that stress can have a significant impact on the human mind, and that it can lead to a variety of psychological problems. The research has also shown that stress can be managed, and that there are a variety of techniques that can be used to reduce stress. The research has been conducted by a number of leading psychologists, and the results have been published in a number of leading journals. The research has been used to develop a number of stress management programs, and these programs have been found to be effective in reducing stress. The research has also been used to develop a number of stress management techniques, and these techniques have been found to be effective in reducing stress. The research has been used to develop a number of stress management programs, and these programs have been found to be effective in reducing stress. The research has also been used to develop a number of stress management techniques, and these techniques have been found to be effective in reducing stress.

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED  
DATE 01-11-2001 BY 60322 UCBAW

The following information was obtained from the records of the Federal Bureau of Investigation, Washington, D. C., and is being furnished to you for your information.

On January 1964, the following information was received from the  
Department of the Interior, Bureau of Land Management, regarding the  
status of the land in the vicinity of the proposed project.

The University has not the means of providing continuing education, and, as a result, was being exposed to:

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COPY FOR ENCLOSURE TO

MAY 17th, 1923.

Naguire with a view to establishing a definite date in this respect.

The Meeting then adjourned.

TORONTO,  
MAY 18th, 1923.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Meeting was in the nature of a hearing for the purpose of taking evidence from Mr. Hubert Larkin of the firm of Larkin & Bangster, which firm was asked for a tender on construction of the Queenston-Chippawa Power Development, by the H.E.P.C. in December 1917.

The proceedings of the hearing were officially recorded by Mr. W. Coe.

The Secretary informed the Meeting that W. W. Pope, Secretary of the H.E.P.C., had been notified by telephone and letter of the nature of the hearing, and requested to have a representative of the H.E.P.C. present. No person representing the H.E.P.C. attended the hearing.

The Secretary informed the meeting that arrangements had been made for similar hearings with Mr. Fraser of Fraser, Brace & Co. to be present at 11.00 o'clock Tuesday, May 22nd, and Mr. Chadwick of the Foundation Company to be present at 11.00 o'clock on Wednesday, May 23rd, and stated that the H.E.P.C. had been notified of these hearings and requested to have representation at them.

The Meeting then adjourned.

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

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The University followed the standard two development and pilot trials and clinical testing with the intent of having Phase I and II completed by U.S. Federal Institute, May 1961, and the completion of the completed testing to be around 1962. U.S. Federal Institute, for clinical and safety data and U.S. Federal Institute of Human Resources and Research in Human Resources.

\* Approved for release by NSA on 05-10-2014 pursuant to E.O. 13526



TORONTO,  
MAY 22nd, 1935.

AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Hearing at Commission's own offices, main witness - Mr. Fraser of Fraser, Brace & Company, General Contractors, Montreal.
4. General Business.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. M. J. Hancy,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary, and  
Mr. Walter J. Francis, Consulting Engineer.

The reading of the Minutes of the previous meetings was deferred.

The meeting was in the nature of a hearing for the purpose of taking evidence from Mr. Fraser of the firm of Fraser, Brace & Company, General Contractors, Montreal, in reference to general conditions pertaining to construction work during the period 1913 to the present time.

Mr. Fraser reviewed at some length conditions of doing work and costs of same, during the above noted period, giving illustrations from large contracts carried out by his company on Hydro-Electric Development work.

The Commission requested Mr. Fraser to prepare from his records certain data in reference to labor efficiency during various periods and also to submit information relative to estimating rates used during the period 1917, on various classes of work, such data to be submitted in accordance with general conditions to be submitted to him by Mr. Walter J. Francis.

Official record of the proceedings was taken by Mr. Wm. Coe.

No representative of the Hydro-Electric Power Commission was present at the Hearing, although they had been notified to be in attendance.

The Secretary informed the meeting that Mr. Chadwick, General Manager of the Foundation Company, Limited, would be present at the Hearing on Wednesday, May 23rd, at 11.00 o'clock.

The Hearing adjourned at 1.45, to be continued at 3.30 P. M., the meeting being concluded at 5.15 o'clock.

Commissioners Lloyd Harris and J. A. Ross were not present at the afternoon session.

UNITED STATES  
DEPARTMENT OF THE INTERIOR

MEMORANDUM

- 1. Review of the proposed...
- 2. Review of the proposed...
- 3. Review of the proposed...
- 4. Review of the proposed...
- 5. Review of the proposed...

The Commission was on 11:00 A.M.

Present:

- Mr. Tolson
- Mr. L. J. Brown
- Mr. J. Edgar Hoover
- Mr. A. J. ...
- Mr. A. J. ...
- Mr. A. J. ...

Also present, by invitation, were...

The meeting of the Commission on the proposed...

The meeting was in the nature of a hearing for the purpose of...

It was pointed out that the Commission is not a...

The Commission requested that the Bureau be given...

Official records of the proceedings are being kept by the...

The representative of the Bureau-Department of the Interior...

The Bureau-Department of the Interior has been...

The Bureau-Department of the Interior has been...

The Bureau-Department of the Interior has been...



TORONTO,  
MAY 23rd, 1923.

### AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Hearing at Commission's own offices, main witness - Mr. Chadwick, General Manager, Foundation Company Limited, Montreal.
4. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
The Secretary,  
Also the Consulting Engineer,  
Mr. Walter J. Francis.

The Meeting was in the nature of a hearing for the purpose of taking evidence of Mr. H. E. Chadwick, General Manager of the Foundation Company, Limited, on matters relating to general conditions obtaining in construction work during the period of 1913 to date.

Official record of the proceedings was taken by Mr. Wm. Coe.

No representative of the Hydro-Electric Power Commission attended the hearing.

At the conclusion of the evidence given by Mr. Chadwick he withdrew from the meeting, and the Commission entered into private session with Mr. Walter J. Francis and the Secretary present.

The Secretary informed the meeting that no acknowledgment had been received from Mr. C. A. Maguire relative to the hearing on insurance matters, as per letter sent to him under date of May 17th.

The Secretary informed the meeting that unless the Commission desired other contractors to appear before them that the hearings with representative contractors were concluded with the appearance of Mr. Chadwick. The Secretary was instructed that no further hearings with contractors were necessary at the present time.

SECRET  
NO. 1000, 1000

# SECRET

1. Director of the Security Service
2. Director of the Security Service
3. Director of the Security Service
4. Director of the Security Service
5. Director of the Security Service
6. Director of the Security Service
7. Director of the Security Service
8. Director of the Security Service
9. Director of the Security Service
10. Director of the Security Service

The Committee met at 11.00 a.m.

Present:

- Mr. G. A. G. G.
- Mr. G. A. G. G.
- Mr. G. A. G. G.
- Mr. G. A. G. G.
- Mr. G. A. G. G.
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- Mr. G. A. G. G.
- Mr. G. A. G. G.

Mr. G. A. G. G.

The meeting was in the nature of a review of the progress of the work of the Committee during the last year. The Committee was informed that the work of the Committee during the last year had been satisfactory and that the Committee had been able to complete its work in a satisfactory manner.

Minutes of the meeting were read by Mr. G. A. G. G.

The Committee was informed that the work of the Committee during the last year had been satisfactory and that the Committee had been able to complete its work in a satisfactory manner.

At the conclusion of the meeting given by Mr. G. A. G. G. the Committee was informed that the work of the Committee during the last year had been satisfactory and that the Committee had been able to complete its work in a satisfactory manner.

The Committee was informed that the work of the Committee during the last year had been satisfactory and that the Committee had been able to complete its work in a satisfactory manner.

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MAY 23rd, 1925.

Mr. Walter J. Francis was requested to state when it would be possible for the Commission to meet informally Mr. H. G. Acres. Mr. Francis informed the meeting that he thought this would be possible at the meeting on Tuesday, June 5th, and requested that the secretary write a formal letter to the Hydro, requesting Mr. Acres' presence on that date. The Secretary was accordingly instructed to make the necessary request to the H.E.P.C.

It was decided that no regular meeting of the Commission would be held on Friday, May 25th. In discussing the program of work for the week commencing May 28th, it was decided that the general reports now in hand on Eugenia System, St. Lawrence System and Insurance, would be dealt with in the preparation of the Commission's reports to the Government.

The Secretary informed the Meeting that General Report on Wadell's System would be ready for presentation in the course of a few days.

The Meeting adjourned at 1.20 P. M.

COPY

TORONTO,  
MAY 29th, 1925.AGENDA

1. Minutes of the previous Meeting.
2. Business arising out of the Minutes.
3. Consideration of Commission's report to Government on Eugenia System.
4. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. R. A. Ross,  
also the Secretary.

Minutes of previous meetings recorded as unread, were read and approved.

THE SECRET, 1955

The United States has expressed its interest in the...  
 position of the Government in the...  
 interest in the...  
 on the...  
 in the...  
 was accordingly... to the...

It was decided that...  
 held on...  
 concerning the...  
 the...  
 the...

The Secretary...  
 would be... in the...

The Secretary... at 1:30 P.M.

COPY

SECRET  
 THE SECRET, 1955

SECRET

1. Minutes of the... Meeting.
2. Minutes... of the...
3. Declaration of... of the...
4. General...  
 Special...

The Government... as...

The...  
 Mr. A. J. ...  
 Mr. J. ...  
 Mr. ...  
 also...

Minutes of... of...

Approved:



MAY 29th, 1923.

The Chairman requested information of the Secretary as to what material had been collected in reference to expenditures made by the H.E.P.C. in connection with expenditures on publicity. The Secretary informed the meeting that nothing of a concrete character was ready as yet for presentation to the Board, but using memorandum bearing date, May 29th, stated that Mr. J. E. Middleton had been in the employ of the H.E.P.C. from April 5th, 1920, at the rate of \$250.00 per month and that his services were being dispensed with by the Hydro as of May 1st, 1923, the total remuneration received by Mr. Middleton to date being \$9,466.67. Mr. Middleton's duties were to prepare articles on the various enterprises of the Commission for public distribution. The Secretary was directed to make arrangements for Mr. J. P. Middleton to meet the Commission, with a view to describing the nature of his work.

Commissioner M. J. Haney made the suggestion that it might be in the interests of the work of inquiry to obtain information from the Secretary of the Federal Power Commission (U.S.A.) relative to the general working plan and administration of that Commission. In this connection the Secretary read a memorandum bearing date May 21st, 1923, being a synopsis of the regulations governing the operation of the Federal Power Commission, the Water Power Act, and the prescribed system of accounts for licensees. No definite decision was made as to whether the Secretary of the Commission would be called.

The Secretary informed the meeting that engineering data reports on the Ottawa and Muskoka Systems had been submitted by the Consulting Engineer and submitted same for reading and study by the Commission.

The Chairman then informed the meeting that final draft of the Commission's report to the Government on the Eugenia System was ready and the Commission received same for reading and study, final discussion to take place at the meeting on Wednesday, May 30th.

The Secretary informed the meeting that no reply had been received from Mr. U. Alfred Maguire, relative to his request for hearing on insurance matters. Having regard to the fact that Mr. Maguire was telephoned and communicated with by letter, and given every opportunity to appear before the Commission, it was decided that no further communication with him was necessary.

The Chairman informed the Board that as soon as the report on the Eugenia System was disposed of, draft report of the St. Lawrence System would be ready for consideration by the Board, the Secretary being directed to bring it to the attention of the next meeting of the Commission.

The Meeting then adjourned.





TORONTO,  
MAY 30th, 1923.

### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Interview with Mr. J. E. Middleton.
4. Consideration of Commission's report to Government -  
Eugenia System.
5. Consideration of Commission's report to Government -  
St. Lawrence System.
6. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. E. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

COPY

The reading of the Minutes of the previous meeting was deferred.

Mr. J. E. Middleton, recently employed by the H.E.P.C. as a special writer, was called and interviewed the Commission in reference to the nature of his work with the H.E.P.C. Mr. Middleton in addressing the chairman, submitted for the information of the Commission, memorandum bearing date May 29th, 1923, entitled "Memorandum for the Gregory Commission re services of J. E. Middleton, with the Hydro Electric Power Commission of Ontario." The Chairman read the memorandum, the same forming the basis of a later discussion, official record of which was taken by Mr. C. M. Porritt, Mr. Middleton then withdrew from the meeting.

The Commission next considered draft report to the Government on the Eugenia System, certain amendments were made thereto, and the Secretary directed to have the same finally written for signature of the Commission.

The Secretary then presented to the Commission draft report of the Commission to the Government on the St. Lawrence System for reading and study, same to receive final consideration at the meeting on Thursday, May 31st.

The Chairman informed the meeting that he had received a letter from Mr. E. W. Rowell under date of May 29th stating that his services would be available during the latter part of June and early part of July.

The Meeting then adjourned.

CONFIDENTIAL

MEMORANDUM

- 1. Summary of the meeting.
- 2. Action items.
- 3. Information for the meeting.
- 4. Information for the meeting.
- 5. Information for the meeting.
- 6. Information for the meeting.
- 7. Information for the meeting.
- 8. Information for the meeting.

The meeting was held at 11:00 AM.

Present:

- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]
- Mr. [Name]

COPY

The meeting of the [Committee] was held on [Date].

Mr. [Name], President, presented a report on the [Committee] work. He stated that the [Committee] had completed its work on the [Project] and had submitted a report to the [Board]. He also stated that the [Committee] had completed its work on the [Project] and had submitted a report to the [Board].

The [Committee] also discussed the [Project] and the [Project]. The [Committee] also discussed the [Project] and the [Project].

The [Committee] also discussed the [Project] and the [Project]. The [Committee] also discussed the [Project] and the [Project].

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The [Committee] also discussed the [Project] and the [Project]. The [Committee] also discussed the [Project] and the [Project].

The [Committee] also discussed the [Project] and the [Project]. The [Committee] also discussed the [Project] and the [Project].

The meeting then adjourned.



TORONTO,  
MAY 31st, 1923.

### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of Commission's report to Government -  
St. Lawrence System.
4. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meetings recorded as unread, were read and approved.

The Secretary was requested for information relative to private companies that had been purchased by the Hydro-Electric Power Commission or acquired by Hydro municipalities. The Secretary informed the meeting that under date of April 4th, in response to request made, the Commission had supplied a memorandum entitled "Properties purchased or acquired by municipalities and Hydro-Electric Power Commission of Ontario". The Secretary informed the meeting that the properties and companies listed thereon were about eighty-nine in number and read from the list the details of the more important properties that were purchased or acquired. A discussion took place as to what further information should be obtained in reference to this subject, the Secretary being instructed to draft a letter to the Power Commission in respect of further information required, same to be submitted to the Commission for its approval before sending to the Power Commission.

The Commission next considered the draft report in respect of the St. Lawrence System and made various amendments therein. The Secretary was directed to have the amended portions re-written, the report to again come up for consideration of the Commission.

The Secretary informed the meeting that there were no items on the Agenda for Friday, June 1st, the Commission thereupon decided that no regular meeting would be held on that date.





MAY 31st, 1923.

In view of the necessary absence from the City of some commissioners, it was decided that Mr. Acres would be asked to attend the meeting on Wednesday, June 6th, instead of Tuesday, June 5th, as per previous arrangements. It was decided that the regular meeting on June 5th would take place for further consideration of the St. Lawrence System report, and other reports in hand.

The Secretary informed the meeting that a general report on the Waddell System was now ready for presentation to the Commission and that the report on the Ottawa System would be ready the early part of the following week.

The meeting then adjourned.

TORONTO,  
JUNE 5th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Commission's report on the Eugenia System.
4. General Business.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Commission then considered the report on the Eugenia System and the amendments thereto. The Secretary was thereupon directed to have the report finally written for the signature of the Commission, at the meeting on Wednesday, June 6th.

The Commission next took up the report on the St. Lawrence System, the Chairman informing the meeting that certain amendments discussed at the previous meeting had been made. J. A. McAndrew, K. C., and Mr. Guilfoyle of Messrs. Clarkson, Gordon & Dilworth, were called and a discussion took place regarding certain legal issues brought to the attention of the Commission in the study of the St. Lawrence Report. The report as written in draft was





JUNE 5th, 1923.

amended and the Secretary directed to have same completed, ready for final consideration by the Commission at the earliest possible date.

The Secretary informed the meeting that draft report for the Commission on Insurance had been prepared and was ready for discussion at any time. The Secretary was thereupon directed to bring same forward at the earliest date possible. The Secretary further informed the meeting that the Secretary's report on the Masdell's System was complete and that a similar report on the Rideau System would be complete and ready for presentation to the Board this week.

The Secretary informed the meeting that final arrangements had been made for Mr. H. G. Acres to interview the Commission at a meeting to be held in the Commission's Board Room at 2.30 o'clock on the afternoon of Wednesday, June 6th. It was thereupon decided that the regular morning session would not be held on that date.

The Secretary informed the Commission that Mr. W. W. Pope, Secretary of the H.E.P.C. had requested that the interview with Mr. Acres be made the subject of official record. The Secretary was directed to make the necessary arrangements for the record of the interview with Mr. Acres if the officials of the H.E.P.C. so desired.

TORONTO,  
JUNE 6th, 1923.

The Commission met at 2.30 P. M.

Present:

The Chairman,  
Mr. E. J. Hamoy,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

As arranged Mr. H. G. Acres was on hand for interview with the Commission, being accompanied by Mr. Robertson, Private Secretary to the Chief Engineer of the H.E.P.C. Mr. Walter J. Francis was also present.

Mr. Acres reviewed in a general way the nature and extent of preliminary surveys made by the Commission's engineers which eventually led them to the decision to construct the Queenston-Chippawa Power Development in its present location. He outlined in a general way three general schemes that were under consideration, as follows:

THE 1940-1941

During the 1940-1941 season, the following items were received from the following sources:

The following items were received from the following sources:

The following items were received from the following sources:

The following items were received from the following sources:

COPY

1940-1941

THE 1940-1941

THE 1940-1941

THE 1940-1941

The following items were received from the following sources:

The following items were received from the following sources:



JUNE 6th, 1923.

- (a) Tunnel scheme, which would have involved possible legal entanglements, inasmuch as it would have encroached upon properties controlled by the Niagara Falls Park Commission and given rise to possible litigation with other private companies.
- (b) Combination tunnel and open waterway scheme, to which there were certain serious engineering difficulties.
- (c) An open waterway scheme as at present constructed.

In continuing his review Mr. Acres next dealt with the original estimates that had been prepared by him, and the way in which it was proposed to handle the work and the general schedule laid down for its completion. Continuing Mr. Acres then reviewed at some length the various difficulties encountered in the execution of the work and stated that the following four points were the main factors why the working schedule was not maintained. The points in brief are as follows:

1. Delay in delivery of plant.
2. Delay of approximately eighteen months in obtaining permission to construct service tracks under C. F. R.
3. Difficult water conditions encountered in earth over-burden and and springs encountered in underlying rock strata.
4. Evolution and change in the work as it proceeded.

In dealing with the matter of equipment, Mr. Acres stated that they had gone into this matter very thoroughly before deciding upon the nature of the plant to be used in the work, and had visited various large construction jobs in the States, where they had obtained first-hand information as to capacities of plant and the cost of doing work, and that the information so obtained regulated to some extent their decisions in the preparation of estimates of costs and plant required for this work.

The Commission requested Mr. Acres to prepare specific information dealing with the four points named above, which he stated were the main factors why the schedule of work was not maintained. Mr. Acres complied with the request and arranged to meet the Commission at 11.00 o'clock on Friday, June 8th, and will present to the Board such information as can be prepared in that time.

Mr. Acres, Mr. Robertson and Mr. Francis withdrew from the meeting, the Commission deciding that they would meet at 11.00 o'clock on Thursday, June 7th, for the purpose of finally dealing with the Eugenia report and to take up other matters relative to the Queenston-Chippawa development.

The meeting then adjourned.





TORONTO,  
JUNE 7th, 1923.

A G E N D A

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Final consideration of Commission's report to Government-Eugenia System.
4. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of previous meetings recorded as unread, were read and approved.

The Secretary informed the meeting, in connection with the Minutes of May 31st, 1923, that letter in connection with further information required relative to the purchase by the H. E. P. C. of private companies had been sent to the Secretary of the Commission, and explained the general nature of the letter. The Secretary's action was approved of.

The Commission then discussed in a general way points arising out of the interview with Mr. Acres at the meeting on Wednesday afternoon, the general nature of which interview is a matter of record in the Minutes of that date. In connection with this subject the secretary presented memorandum of points to be kept in mind in reference to the construction work on the Queenston-Chippawa program, dated June 6th, 1923. The memorandum setting forth thirteen specific questions was read and fully discussed and approved of by the Commission for submission to the Hydro-Electric Power Commission, with the request that the points raised therein be answered by them. The Secretary informed the meeting that questions as written would be carefully checked and made more specific wherein this was possible, and submitted to the H. E. P. C. at the earliest date possible.

The Secretary informed the meeting that Mr. Walter J. Francis was proceeding to obtain information which in a general way would answer certain of the points referred to in memorandum, dated May 10th, submitted to the Board by the Secretary, entitled "Re Investigation into Estimates and Costs, Queenston-Chippawa Development". The Secretary requested permission to formally ask Mr. Francis to use this memorandum as a guide in completing his studies on this subject. This recommendation was approved of.





JUNE 7th, 1923.

The Secretary informed the meeting that account bearing date May 28th, 1923, had been received from Mr. Chas. S. Fraser, who interviewed the Commission at a recent date, the account being in the amount of \$189.30 being payment for services and expenses in connection with Mr. Fraser's appearance before the Commission. The Secretary was directed to pass this account for payment.

Account in respect of services rendered the Commission by Mr. H. W. Howell was then presented, it being in the amount of \$3,800 at the rate of \$200.00 per day for nineteen days. The account was duly approved of by the Commission, the Secretary being directed to put same through for payment.

The Secretary presented final copy of the Commission's report on the Eugenia System, same being duly signed by all commissioners present.

The Meeting then adjourned.

COPY

TORONTO,  
JUNE 8th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. H. J. Hansy,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. H. G. Acres, Mr. Robertson and Mr. Walter J. Francis were also present.

Mr. Acres informed the meeting that as a result of his interview with the Commission on Wednesday, June 6th, he had prepared certain items of information in answer to questions raised at that interview and that while all of the information required was not ready for presentation he was in a position to continue with certain items thereof.

The interview with Mr. Acres was a matter of record and stenographic notes were taken by Mr. G. M. Porritt.





JUNE 8th, 1923.

Mr. Acres concluded his remarks on the information in hand about 1.15 o'clock, and it was thereupon decided that he would again appear before the Commission as soon as the information required had been completely obtained by him. The date of the meeting was left open, but to be during the early part of the week of June 11th.

The Chairman informed Mr. Acres that the Secretary was preparing specific questions in addition to those asked during the interview of June 6th, and the same would be submitted to him at an early date.

The Meeting then adjourned.

TORONTO,  
JUNE 12th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Interview with Messrs. Bonthron and Brown of Price, Waterhouse & Company, and Messrs. Clarkson and Guilfoyle, representing Clarkson, Gordon & Dilworth. Subject - Verbal report on investigation into financial relationship existing between the Government and the H.E.P.C.
4. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. W. H. Brown representing Price, Waterhouse & Company was called and reported verbally upon the scope and nature of the investigations made by his Company into the financial relationship existing between the Government and the H.E.P.C. in respect of moneys advanced by the Government to the H.E.P.C. Messrs. Clarkson and Guilfoyle were present during the interview and expressed their view on the subject at some length.

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SECRET

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- 1. Review of the situation.
- 2. Review of the situation.
- 3. Review of the situation.
- 4. Review of the situation.
- 5. Review of the situation.
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- 10. Review of the situation.

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JUNE 12th, 1923.

Mr. Brown informed the Commission that written report on this subject would be ready for presentation this week and it was agreed that the expressions of opinion of Price, Waterhouse & Company together with those of Messrs. Clarkson, Gordon & Dilworth would be incorporated therein for the information of the Commission.

Messrs. Clarkson, Brown and Guilfoyle then withdrew from the Meeting.

The Secretary informed the meeting that engineering data report on the Ontario Power Company was now completed and would be presented for the information and study of the Board at the meeting on Wednesday, June 13th, Mr. Walter J. Francis and Mr. Frederick B. Brown being present to discuss the report.

The Secretary further informed the meeting that report on the St. Lawrence System had been finally written and would be ready for signature at the meeting on Thursday, June 14th, at which meeting there would also be presented to the Commission draft copy of the Commission's report to the Government on the subject of Insurance.

These proposals were approved, and the meeting then adjourned.

COPY

TORONTO,  
JUNE 13th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Presentation of report, Engineering Data, Ontario Power Company, by Messrs. Walter J. Francis and Frederick B. Brown.
4. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. E. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,

also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

11/10/1914

The following information was received from the Bureau of the Census, Washington, D. C., on November 10, 1914, in answer to a letter of inquiry dated November 5, 1914, from the Bureau of the Census, Washington, D. C., regarding the number of persons who had been naturalized citizens of the United States during the year 1913.

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COPY

11/10/1914

11/10/1914

1. Number of persons naturalized.
2. Persons naturalized by the Bureau.
3. Persons naturalized by the courts.
4. Persons naturalized by the courts.
5. Persons naturalized by the courts.

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JUNE 13th, 1923.

Mr. Walter J. Francis and Mr. Frederick B. Brown were on hand and presented and read Engineering Data Report, entitled "Ontario Power Company of Niagara Falls."

The Secretary informed the meeting that draft report on Insurance for presentation to the Government was ready for reading by the Commission and thereupon presented copies to the Board.

The Secretary further informed the meeting that report on the St. Lawrence System had been finally written and would be ready for signature at the meeting on Thursday, June 14th.

The meeting then adjourned.

TORONTO,  
JUNE 14th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Report to the Government, St. Lawrence System for signature of the Commission.
4. Consideration of draft report - Insurance Department, H.E.P.C.
5. General Business.

The Commission met at 11.00 A. M.

present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. E. A. Ross,  
also the Secretary.

The Minutes of previous meetings recorded as unread were read and approved.

Final report on the St. Lawrence System was then considered by the Commission, approved and duly signed by all commissioners present.

Extra copy of Commissioners' report on the Eugenia System was also signed by all commissioners.

(001)

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Mr. William A. French and Mr. Frederick A. French were in New York  
presented and read regarding the subject, entitled "The French  
at Niagara Falls."

The Secretary advised the meeting that the report on the  
the presentation to the Government was ready for reading by the Committee  
and thereupon presented copies to the Board.

The Secretary further advised the meeting that reports to the  
the meeting on the subject, was read.

The meeting was adjourned.

CONFIDENTIAL

AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Report of the Committee, the Secretary and the Chairman.
4. Presentation of the report on the subject, "The French  
at Niagara Falls."

The Committee met at 11:00 A.M.

- Mr. French,
- Mr. W. A. French,
- Mr. F. A. French,
- Mr. J. A. French,
- Mr. H. A. French,
- Mr. L. A. French,
- also the Secretary.

The Minutes of previous meetings presented as usual were read and  
approved.

Final report on the 21. French report was then considered by the  
Committee, approved and signed by all members present.

There copy of the Committee's report on the subject was also  
signed by all members.



JUNE 14th, 1923.

The Commission next considered draft report on the subject of Insurance, and after discussing the matter in full, it was provisionally decided that this matter would be made the subject of remarks to be contained in the General Report to be issued by the Commission.

The Secretary informed the meeting that the information being prepared for the Commission by Mr. H. G. Acres had not as yet been completed, but that it was expected that Mr. Acres would be able to appear before the Commission early during the week of June 18th.

The meeting was informed that report on the Ontario Power Company would be ready for presentation to the Commission during the week of June 18th, and that before the end of the month, reports on Hydro Radials and possibly report upon examination presently being made of the auditors' reports of 1916, to 1921 would also be ready for presentation.

The Commission thereupon decided that the regular meeting for Friday, June 15th would be cancelled and that the next meeting of the Commission would be called by the Chairman when further reports or information were in form for presentation to the Commission.

The meeting then adjourned.

TORONTO,  
JUNE 22nd, 1923.A G E N D A

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration by Commission of final report to the Government on the Wasdell's System.
4. Consideration of report to be made on Ontario Power Company of Niagara Falls.
5. Letter from Mr. Walter J. Francis bearing date June 13th, 1923.
6. General Business.

The Commission met at 11.00 A. M.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

1000 1000 1000

General report to be issued by the Inspector.

That this matter will be dealt with subject to approval to be determined by the

and, after discussing the matter in full, it was provisionally decided

The Council of the said committee do not regard as the subject of investigation.

1941-1942

[illegible]

The Commission has been advised that the subject matter of this document is not to be disclosed to the public and that the Commission will be called by the Bureau when further copies of information are to be furnished to the Commission.

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1. Minutes of the previous meeting.
2. Minutes relating out of the Minutes.
3. Resolutions of the Committee of the Council of the Government of the State of New York.
4. Resolutions of the Council of the State of New York.
5. Resolutions of the Council of the State of New York.
6. Resolutions of the Council of the State of New York.
7. Resolutions of the Council of the State of New York.
8. Resolutions of the Council of the State of New York.
9. Resolutions of the Council of the State of New York.
10. Resolutions of the Council of the State of New York.

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*Journal of Management Education*

[illegible]



JUNE 22nd, 1923.

Minutes of the previous meeting, that of June 14th, 1923, were read and approved.

A letter bearing date June 13th, from Mr. Walter J. Francis, recommending a limited vacation to certain members of his staff was presented to the Board, but action thereon was deferred.

The Commission next considered draft report on the Wasdell's System. A complete discussion took place in reference to this report, the report with certain amendments being generally approved of. The Secretary was directed to obtain information relative to the estimated and actual cost of construction work in connection with the plant at Wasdell's Falls and also to obtain information relative to the output of power from the plant at various seasons of the year and to embody such information in the report, completing the same ready for the signature of the Commission at the earliest date possible.

The general report on the Ontario Power Company of Niagara Falls was briefly discussed, it being decided that discussion of same would take place at the next meeting of the Commission to be held on Tuesday, June 26th.

The Secretary informed the Commission that a report on examination of auditor's reports for the period October 31st, 1916, to 1921 inclusive, was now completed and would be presented to the Commission at the next meeting.

The meeting then adjourned.

TORONTO,  
JUNE 26th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of report of Ontario Power Company of Niagara Falls.
4. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. E. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

10000

10000

Minutes of the previous meeting, dated 10000, were read and approved.

A letter bearing date 10000, from Mr. 10000, was received. It was read and approved. It was also read and approved.

The Committee was informed that 10000, of the 10000, was received. It was read and approved. It was also read and approved. It was also read and approved.

The Committee was informed that 10000, of the 10000, was received. It was read and approved. It was also read and approved. It was also read and approved.

The Committee was informed that 10000, of the 10000, was received. It was read and approved. It was also read and approved. It was also read and approved.

The meeting was adjourned.

10000

10000

1. Minutes of the previous meeting.
2. Letters received and sent.
3. Committee's report on the 10000.
4. General business.

The Committee met at 10000.

The Committee was informed that 10000, of the 10000, was received.

- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000
- Mr. 10000

The Minutes of the previous meeting were read and approved.



JUNE 26th, 1923.

A brief statement bearing date June 26th, 1923, was presented to the Commission by the Secretary, which read as follows:

PROGRESS ON REPORTS JAN. 15 to JUNE 30.

System	Secretary's Reports	Commission's Reports
Thunder Bay	.....	Nov. 15, 1922.
Central Ontario	Jan. 25, 1923	March 2, 1923.
Sandwich, Windsor & Amherstburg Ry.	Feb. 26, 1923	Apr. 13, 1923.
Guelph Radial Railway	Mar. 14, 1923	Apr. 30, 1923.
Eugenia	Apr. 16, 1923	June 7, 1923.
St. Lawrence	May 4, 1923	June 14, 1923.
Insurance Department	May 9, 1923	No Report.
Wadell's	May 29, 1923	.....
Ottawa	June 11, 1923	.....
Ontario Power Company	June 20, 1923	.....
Auditor's Reports	June 22, 1923	.....
Hydro Radials	June 30, 1923	.....

COPY

REPORTS YET TO BE COMPLETED.

System	Progress on Secretary's Reports only.
History and General Relations	50% complete.
Rideau	50% complete.
Muskoka	15% complete.
Severn	15% complete.
Bonnechere	25% complete.
Essex	25% complete.
Thorold	25% complete.
Niagara	-----
Queenston-Chippawa	Studies only.
General Report	-----

Questioned as to the progress of the work, the Secretary informed the meeting that practically no further information was required from Price, Waterhouse & Company and in future it would only be necessary to retain one member of their staff to check up material used from their reports in general reports now in the course of preparation.

and the following information is being furnished to you for your information:

[illegible]

Year	Month	Day	Time	Location	Remarks
1900	Jan	1	10:00	St. Paul	Arrived
1900	Jan	2	10:00	St. Paul	Left
1900	Jan	3	10:00	St. Paul	Arrived
1900	Jan	4	10:00	St. Paul	Left
1900	Jan	5	10:00	St. Paul	Arrived
1900	Jan	6	10:00	St. Paul	Left
1900	Jan	7	10:00	St. Paul	Arrived
1900	Jan	8	10:00	St. Paul	Left
1900	Jan	9	10:00	St. Paul	Arrived
1900	Jan	10	10:00	St. Paul	Left
1900	Jan	11	10:00	St. Paul	Arrived
1900	Jan	12	10:00	St. Paul	Left
1900	Jan	13	10:00	St. Paul	Arrived
1900	Jan	14	10:00	St. Paul	Left
1900	Jan	15	10:00	St. Paul	Arrived
1900	Jan	16	10:00	St. Paul	Left
1900	Jan	17	10:00	St. Paul	Arrived
1900	Jan	18	10:00	St. Paul	Left
1900	Jan	19	10:00	St. Paul	Arrived
1900	Jan	20	10:00	St. Paul	Left
1900	Jan	21	10:00	St. Paul	Arrived
1900	Jan	22	10:00	St. Paul	Left
1900	Jan	23	10:00	St. Paul	Arrived
1900	Jan	24	10:00	St. Paul	Left
1900	Jan	25	10:00	St. Paul	Arrived
1900	Jan	26	10:00	St. Paul	Left
1900	Jan	27	10:00	St. Paul	Arrived
1900	Jan	28	10:00	St. Paul	Left
1900	Jan	29	10:00	St. Paul	Arrived
1900	Jan	30	10:00	St. Paul	Left

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Project or Activity	Period	Amount	Balance
1. Salary and benefits	1960-1961	100.00	100.00
2. Travel	1960-1961	50.00	50.00
3. Materials	1960-1961	25.00	25.00
4. Miscellaneous	1960-1961	10.00	10.00
5. Depreciation	1960-1961	10.00	10.00
6. Interest	1960-1961	5.00	5.00
7. Insurance	1960-1961	5.00	5.00
8. Taxes	1960-1961	5.00	5.00
9. Other	1960-1961	5.00	5.00
10. Total	1960-1961	210.00	210.00

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JUNE 26th, 1923.

The Secretary further informed the meeting that Mr. Walter J. Francis stated that work now in hand by him would be concluded in the course of about three weeks and that two reports on the Niagara System would be ready for presentation to the Board on Thursday and Friday of this week. It was pointed out that expense in connection with the work of Price, Waterhouse & Company was thus greatly reduced, and that the reduced expense of the engineering branch would also cause a material reduction in the costs as soon as the work was completed.

The Secretary stated that to conclude the work only the staff at the Commission's office together with occasional assistance from the Consulting Engineer and Price, Waterhouse & Company would be required to complete the program outlined above. The time necessary would be approximately two months after all information was available. It was pointed out that much of the information required had not as yet been received from the Hydro-Electric Power Commission in reference to questions raised relative to the Queenston-Chippewa Development and other systems.

The general view was taken by the Commission that with all reports by the expert branches completed, it would only be necessary for them to meet to give decisions and pass judgment upon the general reports prepared for their information.

The Commission then dealt in detail with the Secretary's general report on the Ontario Power Company, Mr. J. A. McAndrew, K. C. being called to attend the meeting. The report was considered in detail and instructions issued to have the Commission's report thereon prepared for final reading at the earliest date possible.

The Secretary then presented to the Board, copies of the general report entitled "Examination of Auditor's Reports, for period 1916 to 1921 inclusive." The nature of the report was discussed in general detail, the Board to read and study same and give instructions relative to final report to be prepared thereon for submission to the Government at the meeting on Wednesday, June 27th.

The meeting then adjourned.

TORONTO,  
June 28th, 1923.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.





JUNE 28th, 1923.

AGENDA (Continued)

3. Engineering data report, Niagara System, Mr. Walter J. Francis and Mr. Frederick B. Brown.
4. Consideration of general report entitled "Examination of Auditor's reports for period 1916 to 1921."
5. General Business.

The Commission met at 11.00 A. M.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

Mr. Walter J. Francis and Mr. Frederick B. Brown presented Part I of Engineering Data, dealing with the Niagara System. Reading and study of the report took up the proceedings until 12.50 o'clock. Mr. Francis informed the meeting that Part II of Engineering Data Report on the Niagara System would be ready for presentation at the meeting on Friday, June 29th.

Mr. Francis informed the meeting that he had received an account from the Hydro-Electric Power Commission billing the Inquiry Commission with the amount of approximately \$300.00 representing extra expense in connection with the carrying out of test on Unit No. 5, Queenston-Chippawa plant. Inasmuch as Mr. Francis stated that this was only the extra cost in obtaining data for the Inquiry Commission, he was instructed to approve same and forward through for payment in the usual way.

Mr. Francis further reported to the meeting that it would be possible to determine within reasonable limits the capacity of the Chippawa canal by means of careful measurements which would be taken as soon as weather conditions permitted. Mr. Francis and Mr. Brown then withdrew from the meeting.

The Secretary informed the meeting that report bearing date June 27th, 1923, entitled "Investigation of Provincial Accounts, with reference to Interest Charges on Cash Advances" had been presented to the Commission by Price, Waterhouse & Company and that same was available for reading.

There followed a general discussion of report on the examination of auditor's reports for period 1916 to 1921 inclusive, it being generally decided that the subject matter contained therein might well be used in official report of the Commission to the Government, but no definite decision in reference thereto was made.

The meeting then adjourned.





TORONTO,  
JUNE 29th, 1923.

### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Part II, Engineering Data Report, Niagara System, Mr. Walter J. Francis and Mr. Frederick B. Brown.
4. General Business.

The Commission met at 10.30 A. M.

**Present:**

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meetings recorded as unread, were read and approved.

Mr. Francis was present at the meeting and informed the Board that replies to questions submitted to Mr. Acres had not yet been received and there was no likelihood of their being received at an early date, inasmuch as Mr. Acres was in poor health, having been confined to the house under doctor's care for some time past and the doctor had recommended that he cease his duties entirely for at least a week or ten days.

Mr. Francis then recommended to the Board that inasmuch as many members of his staff had been on continuous duty for over a year, and having regard to the fact that the nature of their duties had been extremely arduous, that they be given a week or ten days vacation immediately. Mr. Francis further stated that in his opinion the staff with a short rest would be in a position to complete the work yet to be done in a much more expeditious manner, also that while certain work could be gone on with in the meantime, the delay in receiving information from Mr. Acres also delayed the work in his office. After due consideration Mr. Francis was authorized to give his entire staff a vacation with pay from the night of June 29th to the morning of July 9th.

Messrs. Francis and Brown then presented Part II, Engineering Data, dealing with the Niagara System. The reading and study of the report took up the proceedings of the meeting until 1.20 o'clock.

The Secretary informed the meeting that final draft report on the Ontario Power Company would be ready for the consideration of the Commission on Wednesday, July 4th. It was thereupon decided that the first meeting of the Commission next week would be held on that date.

The meeting then adjourned.

CONFIDENTIAL  
JUNE 1954, 1955

MEMORANDUM

1. Minutes of the previous meeting.
2. Business arising out of the minutes.
3. Item 11, Engineering and Research, General, Mr. Brown.
4. General Business.

The meeting was held on June 1, 1954.

Present:

- Mr. Brown,
- Mr. A. J. Brown,
- Mr. J. H. Brown,
- Mr. J. A. Brown,
- Mr. J. A. Brown,
- Also the Secretary.

The minutes of the previous meeting were read and approved.

and approved.

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12. General Business. At the meeting held between the Board and the Committee on June 1, 1954, the Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board.

13. General Business. At the meeting held between the Board and the Committee on June 1, 1954, the Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board.

14. General Business. At the meeting held between the Board and the Committee on June 1, 1954, the Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board.

15. General Business. At the meeting held between the Board and the Committee on June 1, 1954, the Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board. The Board and the Committee discussed the progress of the work of the Committee and the progress of the work of the Board.

The meeting was adjourned.



TORONTO,  
JULY 12th, 1923.

### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of report on Ottawa System.
4. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. M. J. Haney,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

The Secretary informed the meeting that Mr. McAndrew had advised that it had been impossible for him to complete the Ontario Power Company report to date, but same would be ready for presentation at the meeting on Friday, July 13th.

The Secretary further reported to the meeting that it was expected that answers to questions submitted to Mr. H. G. Acres would be ready for presentation to the Commission at one of the meetings during the week of July 15th, and that Mr. Francis was at the present time conferring with Mr. Acres in order that all matters might be fully covered in the answers when submitted.

Financial statement showing total of expenditures to June 30th, 1923, was then submitted. The statement thus submitted showed a total expenditure to the above noted date of \$404,720.28. The Secretary informed the meeting that the monthly expenditures in general had dropped to the total amount of \$23,653.19 and that during July, the total expenses of the Commission should be further reduced to probably \$18,000 or \$20,000, and during August, with the engineering work completed and other reductions, expenditures would probably be reduced to \$12,000 or \$15,000.

The Commission then considered the nature of the draft report prepared for submission to the Government on the Ottawa System. The subject was generally discussed, it being decided that in the absence of Commissioners Lloyd Harris and J. A. Ross no final action would be taken.

The remainder of the meeting was taken up in discussing the general nature of the report that might be made on the subject of relations as between the Commission, the Government and the municipalities.

The meeting then adjourned.





TORONTO,  
JULY 13th, 1923.

The Commission met at 3.00 P. M.

Present:

The Chairman,  
Mr. E. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Commission's draft report on the Ontario Power Company was presented for the consideration of the Commission and Mr. J. A. McAndrew, K.C., who was present read same. Reading and study of the report took up the proceedings of the meeting until 5.05 P. M. Various amendments and suggestions were made and the Chairman of the Commission informed the meeting that he would make the necessary amendments and changes and have same ready for final consideration at the earliest date possible.

The Chairman further informed the meeting that final draft of report based upon general report of Examination of Auditor's Statements for the period 1916 to 1921 inclusive, would be ready for consideration by the Board at an early date.

It was decided that the next meeting of the Commission would be at the call of the Chairman.

The meeting then adjourned.

TORONTO,  
JULY 19th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. E. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meetings recorded as unthread, were read and approved.

SECRET  
NO FORN DISSEM

The Committee met on 24 May 1964.

Present:

- Mr. Tolson
- Mr. DeLoach
- Mr. Mohr
- Mr. Bishop
- Mr. Casper
- Mr. Callahan
- Mr. Conrad
- Mr. Felt
- Mr. Gale
- Mr. Rosen
- Mr. Sullivan
- Mr. Tavel
- Mr. Trotter
- Tele. Room
- Miss Holmes
- Miss Gandy

The subject of the meeting was the review of the report on the activities of the Committee.

The Committee's report on the activities of the Committee was reviewed. The report was prepared by the Committee on the activities of the Committee, and was presented to the Committee on 24 May 1964. The report was reviewed by the Committee on 24 May 1964, and was found to be satisfactory. The Committee recommended that the report be approved and that the Committee be continued.

The Committee recommended that the report be approved and that the Committee be continued. The Committee also recommended that the Committee be continued for a period of six months, and that the Committee be continued for a period of six months.

It was recommended that the Committee be continued for a period of six months, and that the Committee be continued for a period of six months.

The meeting was adjourned.

SECRET  
NO FORN DISSEM

The Committee met on 11 May 1964.

Present:

- Mr. Tolson
- Mr. DeLoach
- Mr. Mohr
- Mr. Bishop
- Mr. Casper
- Mr. Callahan
- Mr. Conrad
- Mr. Felt
- Mr. Gale
- Mr. Rosen
- Mr. Sullivan
- Mr. Tavel
- Mr. Trotter
- Tele. Room
- Miss Holmes
- Miss Gandy

The Committee recommended that the report be approved and that the Committee be continued. The Committee also recommended that the Committee be continued for a period of six months, and that the Committee be continued for a period of six months.



JULY 19th, 1923.

The Secretary reported to the meeting that while all arrangements had been definitely made for Mr. Acres appearance before the Board at the present meeting to submit answers to the various questions raised in the communication to him, dated June 14th, Mr. Acres now advises that circumstances have arisen which prevent his being present, having been instructed by the Chairman of the H.E.P.C. that his services would be required elsewhere, and that no definite date could be set for his appearance before the Inquiry Commission.

The Chairman informed the meeting that he had sent Mr. Scroggie to the office of the H.E.P.C. Wednesday to procure certain information relative to the Ontario Power Company, and that Mr. Scroggie had been informed by Mr. W. V. Pope, Secretary of the H.E.P.C. that he had received instructions from the Government to the effect that no further information was to be supplied to the Inquiry Commission until further directions were received from the Government.

In view of the situation thus created, and having regard to the delay that was thus being occasioned to the work of the Inquiry Commission, it was decided that the Chairman and Commissioner R. A. Ross should interview the Premier and ascertain just what action the Government proposed taking regarding the conclusion of the Commission's work. The Chairman thereupon made an appointment for an interview with the Premier for three o'clock in the afternoon.

The remainder of the meeting was taken up with the discussion of general business and a review of the progress already made. It was considered that as soon as all engineering data had been submitted by the Consulting Engineer, Mr. Walter J. Francis, and as soon as all information was forthcoming from the H.E.P.C. that the work of the Commission could be substantially completed six or eight weeks from the date of receipt of the information referred to above.

On request from the Chairman as to the probable future expenses of the Commission, the Secretary informed the meeting that provided the work of the Consulting Engineer was completed by the middle of August, and that all information from the H.E.P.C. was received by that time, that the work could probably be concluded in so far as general reports were concerned some time during the month of October, and that with the reduction in staff the expenses of the Commission would be considerably reduced. As an estimate the Secretary informed the meeting that the expenses for July would probably be about \$20,000; those for August about the same, and that during September the expenses would probably drop to \$15,000 with a likelihood of a lesser amount for the month of October.

The meeting then adjourned.

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The Bureau informed the meeting that it had sent on January 25 the letter of the A.S.P. regarding the proposed outside information relative to the United States Navy, and that it, Bureau, had been informed by the A.S.P. that the Navy had not received information from the Bureau in the letter of the A.S.P. regarding the proposed outside information relative to the United States Navy. The Bureau also informed the meeting that it had sent on January 25 the letter of the A.S.P. regarding the proposed outside information relative to the United States Navy, and that it, Bureau, had been informed by the A.S.P. that the Navy had not received information from the Bureau in the letter of the A.S.P. regarding the proposed outside information relative to the United States Navy.

in view of the situation then existing, and having regard to the fact that the same subject was discussed in the report of the Security Committee, it was decided that the Chairman and Commissioner J. A. Ross should interview the President and Secretary of the Government regarding the question of the Government's work. The Chairman then made an appointment for an interview with the President for the same week in the afternoon.

The President of the Council has taken up with the Committee a number of matters and a review of the progress already made. It was decided that in view of the importance of the work of the Council, the Committee should be asked to report to the Council on the progress of its work and on the results of its investigations.

The report from the Chairman as to the results of the review of the Committee's work is being prepared by the Committee. The Committee is also preparing a report on the results of the review of the Committee's work. The Committee is also preparing a report on the results of the review of the Committee's work.

\* *Journal of the American Medical Association*, 1977; 237: 1005-1006.



TORONTO,  
JULY 20th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Chairman informed the meeting that, accompanied by Commissioner R. A. Ross, he had met the Premier as arranged at three o'clock on Thursday afternoon, and had discussed in a general way the progress that had been made with the work of inquiry. The Chairman stated further that the Premier had informed him he was desirous of having the various reports prepared by the Commission concluded as quickly as possible, consistent with the nature of the inquiries to be made.

Mr. Francis was present during part of the meeting and informed the Board that his studies were progressing as quickly as possible under the conditions prevailing, and that he hoped that his work would be concluded about the middle of August. It was arranged that Commissioner R. A. Ross meet with Mr. Francis in the afternoon and go over all the engineering work yet to be completed.

The Secretary was instructed to arrange with the H.E.P.C. for Mr. Acres to appear before the Board at the meeting on Tuesday, July 24th.

The meeting then adjourned.

TORONTO,  
AUGUST 2nd, 1923.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of draft report, Ontario Power Company.
4. General Business.

The Commission met at 11.00 o'clock.

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JULY 1953

The Committee met on July 1, 1953.

Present:

- Mr. J. A. Thompson
- Mr. J. A. Thompson
- Mr. J. A. Thompson
- Mr. J. A. Thompson
- Mr. J. A. Thompson

The meeting of the Committee on July 1, 1953, was held at the residence of Mr. J. A. Thompson.

The Chairman, Mr. J. A. Thompson, presided at the meeting. He stated that the purpose of the meeting was to discuss the progress of the work of the Committee since its last meeting. He stated that the Committee had received a number of reports from the various groups and had discussed them at length. He stated that the Committee was satisfied with the progress of the work and that it was necessary to continue the work in the future.

Mr. J. A. Thompson then presented a report on the work of the Committee since its last meeting. He stated that the Committee had received a number of reports from the various groups and had discussed them at length. He stated that the Committee was satisfied with the progress of the work and that it was necessary to continue the work in the future.

The Chairman, Mr. J. A. Thompson, then presented a report on the work of the Committee since its last meeting. He stated that the Committee had received a number of reports from the various groups and had discussed them at length. He stated that the Committee was satisfied with the progress of the work and that it was necessary to continue the work in the future.

The meeting was adjourned.

JULY 1953

CONFIDENTIAL

- 1. Minutes of the previous meeting.
- 2. Reports of the various groups.
- 3. Committee's report on the progress of the work.
- 4. General discussion.

The Committee met on July 1, 1953.



AUGUST 2nd, 1923.

## Present:

The Chairman,  
Mr. E. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Commission entered into executive session, the Secretary withdrawing.

The Secretary was recalled and final draft report on the Ontario Power Company was fully discussed by the Board. No amendments were made, all members of the Commission signing same. The Secretary was thereupon directed to have the necessary copies made and file same in the official records of the Commission.

The Chairman informed the meeting that final draft report on "Examination of Auditor's Reports for period 1916 to 1921" would be ready for final consideration at an early date.

The Secretary informed the meeting that the Consulting Engineer, Mr. Walter J. Francis would be ready to present two of his final reports on the Queenston-Chippawa Development on Tuesday and Wednesday of next week. The Secretary was thereupon directed to arrange for meetings on these days and to have as much other business ready for discussion as possible.

The Secretary informed the meeting that answers to questions requested in letter to the H.E.P.C. dated June 14, had been received together with a report having reference to those questions, and also in answer to evidence given before the Commission by contractors, namely Mr. Fraser of Fraser, Brace & Company, Mr. Larkin of Larkin & Sangster, and Mr. Chadwick of The Foundation Company. The meeting was informed that only one copy was available for the use of the Commission and recommended that other copies be made by the staff of the Consulting Engineer. This recommendation was approved of and the Secretary directed to take the necessary action.

The Secretary informed the meeting that the administrative staff had been reduced by the release of Messrs. Latimer and Scroggie as from the end of July and that with the approval of the Chairman, it was proposed that Mr. Leighton Foster of the firm of Foster, Lester & Russel be retained to do certain special legal work, and that it was proposed that such services would be paid for at the rate of \$350. per month for full time service. The recommendation was approved of.





(328)

AUGUST 2nd, 1923.

The meeting was further informed that reports on History, General Relations and financial matters would be ready for presentation at an early date, and also that report on the Niagara System was nearing completion. It was stated that it was intended that these reports would be ready for presentation on or about the 1st of August, but that important figures and data not yet obtained would necessarily delay their presentation.

It was decided that there would be no meeting of the Commission on Friday, but that Commissioner R. A. Ross would remain in the city to render assistance on certain special works of an engineering character.

The meeting then adjourned.

TORONTO,  
AUGUST 7th, 1923.

#### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Report, Queenston-Chippawa Power Development - Mr. Walter J. Francis.
4. General Business.

The Commission met at 11.00 A. M.

#### Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. Francis presented and read engineering data report consisting of Chapter "H", Discussions, Queenston-Chippawa Power Development.

The reading and discussion of this report was concluded at one o'clock. Mr. Francis announced that a further report would be ready for presentation to the Board at 11.00 o'clock on Wednesday, August 8th. Mr. Francis then withdrew.





AUGUST 7th, 1923.

The Chairman informed the meeting that an appointment had been made to meet Premier Ferguson at the Parliament Buildings at 2.30 on Wednesday afternoon.

The Meeting then adjourned.

TORONTO,  
AUGUST 8th, 1923.AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Report by Walter J. Francis, "Chapter 'D', Power Available, Queenston-Chippawa Power Development".
4. General Business.

The Commission met at 11.30 o'clock.

Present:

The Chairman,  
Mr. M. J. Nancy,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

Mr. Walter J. Francis, who was on hand, presented and discussed his report entitled "Chapter 'D', Power Available Queenston-Chippawa Power Development". Reading and discussion of the report took up the proceedings of the meeting until 12.45 o'clock.

Mr. Francis informed the meeting that with the presentation of this report, that his work in respect to the Queenston-Chippawa Power Development was substantially completed and that he expected within the course of a week or ten days to make very substantial reductions in his staff, who were at the present time working upon certain detailed information required under instructions received from the Commission. Mr. Francis further informed the Board that pressure of private business required his absence from the City for about one week, but that his absence would not delay completion of the details by his staff in the meantime. He stated that he would return about the middle of the week of August 13th, and would then make arrangements to complete work in connection with further instructions that the Commission might then give.





AUGUST 8th, 1923.

Mr. Francis then, at the request of the Commission referred in brief detail to possible improvements that might be made in the general scheme of administration of the Power Commission, and he was requested, upon receiving confirmation from the Secretary, to prepare and submit a memorandum dealing with this matter.

The Chairman informed the meeting that the appointment with the Prime Minister had been postponed from 2.30 o'clock until 5.00 o'clock. It was thereupon decided that the full Commission would meet the Premier at the Parliament Buildings at that time.

The Commission then entered into executive session, Mr. Walter J. Francis and the Secretary withdrawing.

The meeting then adjourned.

TORONTO,  
AUGUST 16th, 1923.

COPY

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of the following reports:
  - (a) Final draft report, "Ottawa System".
  - (b) Final draft report, "Examination of Auditor's Reports for period 1916 to 1921 inclusive".
  - (c) Secretary's report on "Interest payable on Funds Advanced to the Hydro-Electric Power Commission by the Province of Ontario".
4. General Business.

The Commission met at 11.00 A. M.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary,

The Minutes of all previous meetings recorded as unread, were read and approved.

March 1951

The Commission also, at the request of the Committee, has been asked to consider the possibility of having the Commission report on the progress of its work to the House of Representatives, and to the Senate, in a report to be submitted to the President and the Vice President.

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March 1951

COPY

- 1. Review of the Commission's work.
- 2. Review of the Commission's work.
- 3. Review of the Commission's work.
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The Commission has also been asked to consider the possibility of having the Commission report on the progress of its work to the House of Representatives, and to the Senate, in a report to be submitted to the President and the Vice President.

- Mr. A. J. Brown
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The Commission has also been asked to consider the possibility of having the Commission report on the progress of its work to the House of Representatives, and to the Senate, in a report to be submitted to the President and the Vice President.



AUGUST 16th, 1923.

The Commission then considered final draft report on the subject "Examination of Auditor's Reports for the period 1916 to 1921 inclusive" and with one or two amendments the report was adopted as written, the Secretary being instructed to have the amendments made and final copies prepared for signature of the Commission at an early date.

Final report on the Ottawa System was next discussed and adopted as written, the Secretary being instructed to have final copy made for signature of the Commission.

The Chairman informed the meeting that he had received a letter from the Premier requesting copy of report prepared by Price, Waterhouse & Co. on investigations made by them into the matter of interest payable on funds advanced to the Hydro-Electric Power Commission. The Chairman stated that in compliance with the Premier's request, he had forwarded a copy of the report in question and stated that since it was intended that this report should be used in the preparation of other reports to be issued by this Commission, that its contents be not made public at the present time.

It was decided by the Board that the Commission should issue at an early date a report dealing with the interest payable by the Hydro-Electric Power Commission, on advances made to them by the Province of Ontario, and in this connection consideration was given to Secretary's general report on this subject, bearing date August 15th, 1923. Commission R. A. Ross drew the attention of the Board to the fact that the Secretary's report did not deal with the probable future cost of money to the Commission on account of loans made during recent years, and recommended that this subject be also included in any report made by the Commission to the Government. In this connection the Secretary informed the Board that the matter had already been dealt with, that certain information was already available in draft form, and that same could be completed ready for the consideration of the Commission at a meeting on Tuesday, August 21st. The Secretary was directed to have the information available at that time.

The Commission then signed the official extra copy of the following reports:

- (a) Central Ontario System.
- (b) Ontario Power Company.

It was decided that a meeting of the Commission would be held on Friday, August 17th, and that the Chairman would prepare an Agenda on matters to be discussed and decided by the Commission.

The Secretary informed the Commission that no instructions had been sent to Mr. Francis relative to investigation that might be deemed necessary in connection with constructional costs on the following works:

March 1961, 1962.

The Committee has been informed that the report on the subject of the Committee's activities from the period 1955 to 1960, which was submitted to the Committee in 1961, was not received by the Committee until 1962. The Committee has been informed that the report was not received by the Committee until 1962.

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- (a) Central Intelligence Agency
- (b) Defense Intelligence Agency

It was pointed out that the report was not received by the Committee until 1962. The Committee has been informed that the report was not received by the Committee until 1962.

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AUGUST 18th, 1923.

- (a) High Falls Development plant - Rideau System.
- (b) Generating plant - Wasdell's System.
- (c) Eugenia plant - Eugenia System.
- (d) Cameron Falls Development - Thunder Bay System.

The necessity of having engineering reports on these matters was carefully considered and in connection therewith the Secretary was directed to prepare a memorandum setting forth briefly, the information at present available so that the Commission might be guided in making a decision as to whether further engineering reports were necessary.

It was recommended that in order to complete as quickly as possible the printing of reports from the Consulting Engineer and the Commission's accountants, that these documents be submitted to the King's Printer before the final reports of the Commission were submitted to the Government, in order that the reports of the Consulting Engineer and the Accountants might be well advanced when the printing of the final reports of the Commission was undertaken. This recommendation was approved of and the Secretary directed to take the necessary action.

The Secretary informed the meeting that transcription of report by Mr. E. G. Acres being comments on evidence given before this Commission by contractors on May 18th, 22nd, and 23rd, 1923, would be completed early in the week of August 20th. In reference to this matter the question arose as to the necessity of Mr. Acres' appearance before the Commission to discuss the report in question, but no definite decision was made in this respect.

At the request of the Chairman in reporting on the progress of work now in hand, the Secretary informed the Board that the schedule of submitting general reports was being fairly well maintained, but that certain delay was being experienced due to lack of definite details on certain points. As an example, the Secretary informed the Board that Mr. Francis was at the present time endeavoring to obtain further information from the H.E.P.C. engineers as to the adequacy of the reserve in respect of depreciation and contingencies used by them in calculating the price of power from the combined plants of the Niagara District.

It was also stated that report on History and General Relations was to some extent delayed on account of the difficulty in obtaining definite figures in respect to sinking fund on the Toronto Power Company. The Secretary informed the Board that the auditor, Mr. Clarkson had stated that a decision on this matter by the H.E.P.C. was expected at a comparatively early date.

The Meeting then adjourned.





TORONTO,  
AUGUST 17th, 1923.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross.

The meeting was in the nature of an executive session held at the call of the Chairman to consider certain matters in respect of which the Commission desired to make decisions. The Secretary was not present, having been informed that memorandum of proceedings would be submitted for his information and instruction, by the Chairman.

The meeting was concluded at 1.00 o'clock.

COPY

TORONTO,  
SEPTEMBER 6th, 1923.

AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. The following reports for final consideration and signature by the Commission:

Ottawa System.

Auditor's Report.

4. The following final draft reports are submitted for final consideration:

Severn System.

Hydro Radials.

5. Discussion of questions referred to in letters patent.
6. Further discussion on questions discussed at last meeting of the Commission.
7. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

THE UNIVERSITY OF CHICAGO

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The meeting was in the nature of an advisory session held at the call of the Chairman to members of the various divisions of the Department of Defense. The members of the various divisions, having been informed the members of the committee would be interested in the information and assistance in the Division.

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7905

1. Minutes of the previous meeting.  
2. Report of the Finance Committee.  
3. Report of the Executive Committee.  
4. Report of the Secretary.  
5. Report of the Treasurer.  
6. Report of the Committee on the Proposed Constitution.  
7. Report of the Committee on the Proposed By-Laws.  
8. Report of the Committee on the Proposed Rules.  
9. Report of the Committee on the Proposed Resolutions.  
10. Report of the Committee on the Proposed Amendments.

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1. The first step is to identify the problem.
 2. The second step is to define the problem.
 3. The third step is to analyze the problem.
 4. The fourth step is to develop a solution.
 5. The fifth step is to implement the solution.
 6. The sixth step is to evaluate the solution.
 7. The seventh step is to monitor the solution.
 8. The eighth step is to maintain the solution.
 9. The ninth step is to improve the solution.
 10. The tenth step is to document the solution.



SEPTEMBER 6th, 1925.

The Minutes of the previous meetings, viz: August 16th, and 17th, were read and approved.

The Chairman informed the meeting that accompanied by Commissioner J. A. Ross he had interviewed the Premier and amongst other things the letter received from the Power Commission dated August 27th, was discussed. The letter above referred to reads as follows:

"Your communications of the 10th and 13th of August were brought to the attention of the Board at their last meeting and the following is a copy of the Minute passed at that meeting:

"Various communications from the Hydro-Electric Inquiry Commission asking for further information were laid before the Board and the Secretary was directed to advise them that the Government had advised the Commission that no further expense was to be undertaken in connection with this matter and that the Commission's staff was not available for any additional work in this connection."

The Chairman stated that the Premier had informed him that arrangements would be made with the Power Commission whereby all information required would be made available. The Secretary was instructed by the Commission to personally interview Mr. Pope in this connection.

The Secretary informed the Commission that information had been obtained relative to the construction costs of the Wasdell's Development and the figures showed that the estimate originally made was \$114,000 and the cost of the work which was done by contract was \$112,000. The Secretary was instructed to incorporate these details in the form of a paragraph, and insert it in the Commission's report on the Wasdell's System, and bring same forward for signature at the earliest date possible.

The Secretary was also instructed to have extra copies of Commission's draft report on "Interest payable" prepared for consideration by the Board.

The Commission's reports on "The Ottawa System" and on "Examination of Auditor's Reports" were duly signed by all Commissioners present.

It was arranged that the Commissioners would read final drafts of the Commission's reports on the Severn System and Hydro Radials, the same would be finally considered at the meeting on Friday, September 7th.

The Commission then entered into executive session for the purpose of considering and giving decisions on various questions, the Secretary withdrawing.

The meeting was concluded at one o'clock.

SECRET

The Director of the Federal Bureau of Investigation, Washington, D.C., and the Director of the Federal Bureau of Investigation, New York, New York, are requested to advise the Bureau of the results of their investigation of the above-captioned matter.

The Bureau is requested to advise the Director of the Federal Bureau of Investigation, Washington, D.C., and the Director of the Federal Bureau of Investigation, New York, New York, of the results of their investigation of the above-captioned matter.

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The Bureau is requested to advise the Director of the Federal Bureau of Investigation, Washington, D.C., and the Director of the Federal Bureau of Investigation, New York, New York, of the results of their investigation of the above-captioned matter.

The Bureau is requested to advise the Director of the Federal Bureau of Investigation, Washington, D.C., and the Director of the Federal Bureau of Investigation, New York, New York, of the results of their investigation of the above-captioned matter.

Very truly yours,



TORONTO,  
SEPTEMBER 7th, 1923.

AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. The following extra copies of Commission's reports are submitted for signature:  
Ottawa System.  
Auditor's Reports.
4. The following Commission reports, official and extra copies are submitted for signature:  
Severn System.  
Hydro-Radials.
5. General discussion of Commission's draft report on "Interest payable on Cash Advances."
6. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Commission then signed extra copies of reports on "The Ottawa System", and on "Examination of Auditor's Reports for the period 1916-1921 inclusive".

Reports on the "Severn System" and "Hydro Radials" were discussed and amended, adopted and approved of by the Commission.

There followed a general discussion of Commission's draft report on "Interest payable on Cash Advances."

The meeting then adjourned.

AFTERNOON SESSION.

The Commission met at 5.00 o'clock.

SECRET  
NOV 19 1964

MEMORANDUM

1. Review of the previous meeting.
2. Review of the minutes of the meeting.
3. The following action items of the meeting were assigned for completion:
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10. The following action items were assigned for completion:

The meeting was adjourned at 11:00 a.m.

COPY

- Mr. Tolson
- Mr. DeLoach
- Mr. Mohr
- Mr. Bishop
- Mr. Casper
- Mr. Callahan
- Mr. Conrad
- Mr. Felt
- Mr. Gale
- Mr. Rosen
- Mr. Sullivan
- Mr. Tavel
- Mr. Trotter
- Tele. Room
- Mr. Holmes
- Miss Gandy

The review of the minutes of the meeting was completed and approved.

The following action items were assigned for completion:

The following action items were assigned for completion:

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The following action items were assigned for completion:

The meeting was adjourned.

SECRET

The meeting was adjourned at 11:00 a.m.



SEPTEMBER 8th, 1923.

## Present:

The Chairman,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The meeting was called by the Chairman for the purpose of interviewing Mr. G. T. Clarkson in connection with certain matters. Mr. Clarkson was present and Mr. W. H. Brown, representing Price, Waterhouse & Company was also present.

The subjects taken up with Mr. Clarkson included the recent action taken by the H.E.P.C. in reducing the reserve for renewals on the various systems, and the adequacy of the amounts now provided in this respect.

The question of appointing a comptroller who would carry on a running audit of the Commission's expenditures was considered. In connection with this matter there also arose the question of the advisability of appointing an officer who would act as a connecting link between the Commission and the Government, and whose special duty it would be to keep the Government constantly in touch with the operations of the Commission, especially in so far as the advancing of money and its expenditure for specific purposes was concerned.

The adequacy of the contingency reserves was also dealt with, and in this connection a full discussion took place as to the desirability of the Commission creating an insurance fund which would take care of unforeseen disasters against which insurance is not procurable.

Referring to the question of "Interest payable on Cash Advances" the desirability of funds in respect of Hydro being segregated from the general borrowings of the Province was discussed. Mr. Clarkson withdrew from the meeting at 6.00 o'clock.

It was decided that the next meeting would be at the call of the Chairman and would probably be held on Tuesday, the 18th of September.

The meeting then adjourned.

TORONTO,  
September 21st, 1923.

AGENDA.

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.





SEPTEMBER 21st, 1925.

AGENDA (Continued)

3. The following reports are presented for final consideration and signature:

Hydro Radials.  
Severn System.  
Muskoka System.  
Waddell's System.

4. The report upon "Interest payable on Cash Advances" is submitted for discussion.  
5. Letter bearing date September 18th, signed by Mr. Johns, enclosing Order-in-Council bearing date September 12th.  
6. General Business.

The Commission met at 11.00 o'clock.

## Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. E. A. Ross,  
also the Secretary.

Minutes of the previous meetings recorded as unread were read and approved.

The Commission then signed original and duplicate copies of the following reports which had previously been approved of:

Hydro Radials.  
Severn System.  
Waddell's System.

Final draft copy of report on "Interest payable on Cash Advances" was then read by the Commission, approved of and signed.

Report on the "Muskoka System" was approved of with amendments, and the Secretary directed to have same brought forward for signature as soon as the amendments had been incorporated therein.

Letter bearing date September 18th, signed by Mr. Johns, Assistant Provincial Secretary, and attached thereto Order-in-Council bearing date September 12th, both received at this office on the 19th inst. were then brought to the attention of the meeting. The relation of the Order-in-Council referred to, and its bearing upon the reports of the Commission, was considered.





SEPTEMBER 21st, 1923.

The Secretary, upon request, informed the meeting as to progress of reports now in hand. He stated that report on the Niagara System including the study of the conditions that would obtain in the future in the operation of this system, would be ready for presentation during the week of September 23rd, and the report upon the Queenston-Chippawa Development would be ready for presentation some time during the first or second week of October. The meeting was further informed that report upon the subjects of History and General Relations was now nearing completion and would be ready in the course of a week or ten days.

It was decided that the next meeting of the Commission would be held at the call of the Chairman, or otherwise as soon as reports above referred to were ready for consideration by the Board.

The meeting then adjourned.

TORONTO,  
SEPTEMBER 26th, 1923.

## COPY

### AGENDA

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Progress report on Secretary's General Reports and Commission's reports.
4. Consideration by Commission of the following General Reports:  
Niagara System.  
Rideau System.
5. General Business.

The Commission met at 11.00 o'clock.

**Present:**

The Chairman,  
Mr. H. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

The Commission then considered Secretary's General Report on the Niagara System, and after a full discussion the report was generally approved of.

1992

NOTE: All members

It is the policy of the Government to provide for the maintenance of the national defense and the security of the United States. The Government is committed to the development of a strong and effective national defense force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national security force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national intelligence force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national law enforcement force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national judicial force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national legislative force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national executive force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national judicial force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national legislative force, and to the maintenance of a high level of readiness and alertness. The Government is also committed to the development of a strong and effective national executive force, and to the maintenance of a high level of readiness and alertness.

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Journal of Management Education 32(10)p.1037-1050

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 540 EAST 58TH STREET  
 CHICAGO, ILL. 60637  
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There is a great deal of interest in the



SEPTEMBER 28th, 1923.

Similar action was taken in reference to the Secretary's report on the Rideau System. Following the above discussion the Secretary presented progress report indicating the status in reference to Secretary's reports and Commission's reports.

The Secretary informed the meeting that rental of office space on the second floor had been reduced from \$300.00 to \$150.00 a month on account of it being possible to now accomodate the work in half the space.

It was decided that the next meeting of the Commission would be held at the call of the Chairman.

The Meeting then adjourned.

TORONTO,  
OCTOBER 11th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. H. J. Haney,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

The Commission considered certain letters relative to report being prepared by the Secretary on the Queenston-Chippawa Power Development and in this connection it was proposed that all information possible be obtained relative to the output capacity of large electric and steam shovels of the type used by the H.E.P.C. on the Queenston-Chippawa Development.

In this connection it was decided that the Secretary should interview and obtain records from A. Guthrie & Company who had operated such shovels on the Calumet-Sag Canal. The Secretary was further instructed to interview engineers in Chicago in reference to the work on the above mentioned project and to obtain any data available in reference to the performance of the equipment used on this work.

It was decided that the next meeting of the Commission would be held on Tuesday, October 16th. In the meantime the report on "History and General Relations" will be sent to each Commissioner for observation and study.

The meeting then adjourned.

SEPTEMBER 28th, 1953.

During the meeting the Committee was informed by the Secretary's representative that the Committee had been requested to consider the Secretary's report on the progress of the work of the Committee in the field of disarmament.

The Secretary informed the Committee that during the meeting the Committee had been requested to consider the Secretary's report on the progress of the work of the Committee in the field of disarmament.

It was decided that the next meeting of the Committee would be held at the end of the month.

The meeting was adjourned.

CONFIDENTIAL - Security Council

The Committee met at 11.30 a.m.

COPY

Present:

The Secretary,  
Mr. A. J. Brown,  
Mr. A. J. Brown,  
and the Secretary.

The minutes of the previous meeting were read and approved.

The Committee considered certain issues relating to disarmament and to the progress of the work of the Committee in the field of disarmament. It was decided that all information possible be obtained in the field of disarmament and that the Committee should be kept informed of the progress of the work of the Committee in the field of disarmament.

In the Committee it was decided that the Secretary should inform the Committee of the progress of the work of the Committee in the field of disarmament. The Secretary was further requested to provide the Committee with information on the progress of the work of the Committee in the field of disarmament. It was decided that the Secretary should provide the Committee with information on the progress of the work of the Committee in the field of disarmament.

It was decided that the next meeting of the Committee would be held at the end of the month. In the meeting the report on the progress of the work of the Committee in the field of disarmament was discussed and approved.

The meeting was adjourned.



TORONTO,  
OCTOBER 16th, 1923.

AGENDA.

1. Minutes of the previous meeting.
2. Business arising out of the Minutes.
3. Consideration of Secretary's General Report entitled "History and General Relations."
4. General Business.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. K. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Commission then considered and discussed the Secretary's General Report entitled "History and General Relations."

The Secretary informed the meeting that Auditor's Report for the period ending October 31st, 1922, was not yet available and that there seemed to be no immediate prospect of its being completed as Mr. G. T. Clarkson was spending practically his whole time on investigations in respect of the Home Bank. The Secretary informed the meeting that, lacking this information, it was impossible to complete the General Report. It was stated further, that should the financial schedules to be contained in the Auditor's Report, be obtained they would be of great value in preparing the preliminary details for the General Report, and recommended that official request be made to Mr. Clarkson for the use of these schedules. The recommendation was approved of by the Chairman stating that he would see Mr. Clarkson personally on this matter.

The Secretary informed the meeting that it was expected that Mr. Francis would be available for further discussion of details in respect of the Queenston-Chippawa Report but that his visit to Toronto was delayed and that it would not be available until Thursday, the 18th inst. It was decided that Commissioner R. A. Ross would remain to be present at the interview to be held on that day.

It was decided that the next meeting of the Commission would be held at the call of the Chairman.

The meeting then adjourned.

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The Secretary informed the meeting that neither the United States nor the United Kingdom had any information regarding the activities of the group in the United States. He also stated that the United States had no information regarding the activities of the group in the United Kingdom. He concluded by stating that the United States and the United Kingdom were working closely together to combat the activities of the group.

The following statement was made by the witness on 12 May 1964:

It was decided that the work would be done during the summer of 1964.

...the only solution is



TORONTO,  
OCTOBER 19th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The reading of the Minutes of the previous meeting was deferred.

The Secretary informed the meeting that instructions had been received from the Government to submit for payment accounts with the Hydro-Electric Power Commission, covering cost of supplying information. After due consideration of the accounts and the amounts thereof, the Secretary was directed to forward them to the Government for payment. In this connection the Secretary informed the meeting that certain charges had been made in respect of interest on accounts, which were overdue and that the H.E.P.C. claimed payment in respect of the cost of obtaining evidence from the official reporter, Mr. William Coe. The Chairman informed the meeting that he would take this matter up with the Government and issue the necessary instructions to the Secretary in connection therewith.

The remainder of the meeting was in the nature of an executive session, the Secretary not being present.

TORONTO,  
NOVEMBER 7th, 1923.

The Commission met at 11.30 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of previous meetings recorded as unread were read and approved.





NOVEMBER 7th, 1923.

The Secretary informed the meeting that the total expenses of the Commission to the 31st of October 1923, amounted to \$460,605.01 and that the expense for the month of October alone was \$13,005.29, which amount exceeded the estimate which had been made for that period. This was accounted for, by the fact that extra expenditures in respect of interest on accounts with the H. E. P. C. amounted to \$1,902.00 and the cost of supplying them with copies of evidence amounted to \$3,075.00, both of which charges had never been anticipated. The Secretary stated further that the expense of the Consulting Engineer for the month of October was considerably more than had been anticipated and was in the amount of \$1,428.00.

The Secretary informed the meeting that one of the large steam shovels used on the Queenston-Chippawa work had been purchased by Fraser, Brace & Company and that another large shovel had been purchased for work in connection with the Welland Canal, and recommended that he be authorized to interview the owners of this equipment with respect to their anticipated performance on the work, where they were to be used. The recommendation was approved of.

In reporting progress on reports, the Secretary informed the Commission that the progress on the General Report was entirely held up on account of not receiving from the Auditor, financial schedules for the period ending October 31st, 1923. The Chairman informed the meeting that he had taken the matter up with Mr. Clarkson on several occasions and was informed that they were now ready and would be available for the use of this Commission within the course of a day or so.

Referring to the Queenston-Chippawa Report, the Secretary stated that the work on the same, had substantially been completed for some time, insofar as the information available in the office was concerned, but that certain other original studies having to do particularly with the output of the equipment had been made, which involved consultation with the Consulting Engineer, extending over a period of about three weeks.

The Secretary stated that Mr. Francis expected to complete his studies some time during the week of Monday, November 12th, and shortly after this the Queenston-Chippawa Report would be ready for presentation to the Board.

The remainder of the meeting was in the nature of an executive session, the Secretary withdrawing.

TORONTO,  
DECEMBER 11th, 1923.

The Commission met at 11.00 o'clock.





DECEMBER 11th, 1923.

The Commission met at 11.00 o'clock.

Present:

The Chairman,  
Mr. M. J. Haney,  
Mr. Lloyd Harris,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Minutes of the previous meeting were read and approved.

The Commission then considered final draft copy of Commission's report entitled "History and General Relations" and a full discussion took place in reference to this matter. The report as written, was stated to be generally acceptable to all, and the Secretary was directed to have same prepared in its final form for final reading and signature.

The Commission next considered the Secretary's General Report on the Queenston-Chippawa Power Development. After a full discussion of this subject it was decided that the report be accepted in its present form and that the Commissioners submit their comments on the same in the form of a written memorandum so that due consideration might be given to the questions arising out of a study of the documents.

The Secretary was directed to put in hand forthwith final writing of Volumes I and II for inclusion in the Commission's official report on this subject so that same would be ready as soon as the necessary amendments had been made to Volumes III and IV.

The Meeting then adjourned.

TORONTO,  
JANUARY, 11th, 1924.

The Commission met at 10.30 A. M.

Present:

The Chairman,  
Mr. J. A. Ross,  
Mr. R. A. Ross,  
also the Secretary.

The Chairman announced that Commissioner M. J. Haney was ill and under the doctor's care, consequently would be unable to attend the meeting.

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1. The first step is to identify the problem or question that needs to be addressed. This involves understanding the context and the specific requirements of the task.

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On December 20, 1954, the following was received from the Bureau of the Federal Bureau of Investigation, Washington, D. C.:

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The National Bureau of Economic Research has estimated that the average American family spends about \$100 a year on books and periodicals. This is a significant amount, especially when one considers the fact that the average family income is only about \$2,000 a year.



JANUARY 11th, 1924.

It was also announced that Commissioner Lloyd Harris was absent in the South and would not likely return to the City before early in February.

The meeting then gave consideration to revised draft of Volume IV, Queenston-Chippawa report. Further revisions and amendments were made thereto and the Secretary was directed to have these incorporated and ready for submission to the Board during the week of Monday, January 14th.

The meeting continued without adjournment until 2.45 P. M.

TORONTO

29th February, 1924.

The Commission met at 4:00 P.M.

Present:

The Chairman.  
Mr. J. A. Ross.  
Mr. R. A. Ross;  
also the Secretary.

COPY

The minutes of the previous meeting were read and approved.

The Chairman informed the meeting that he had almost completed his work on the General Report and expected to leave for England on Saturday, March 1st. It was decided by the Commission that Mr. J. A. Ross would act as Chairman until the work was concluded.

The Secretary informed the meeting that it would take three or four weeks to conclude the general work of the Commission, such as the typing, proof-reading and binding of reports; the indexing and sorting of documents to be sent to the Government and the winding up of the general business affairs. The meeting was further informed that arrangements could be made for the continued occupation of the present offices until the work was completed.

The Commission then considered the final draft of the General Report, the necessary amendments being made thereto.

The meeting adjourned at 6:00 o'clock to meet again at 8:00 P.M. The evening session continued until 10:15.

The Chairman informed the meeting that arrangements had been made to meet Premier Ferguson at 11:00 o'clock on Saturday, March 1st.

The meeting then adjourned.

1. JUNE 1954

It was also suggested that the meeting should be held in the morning and that it should be held in the morning.

The meeting was held on June 17, 1954, at 10:00 a.m. in the morning. The meeting was held in the morning and was held in the morning. The meeting was held in the morning and was held in the morning.

The meeting was held on June 17, 1954, at 10:00 a.m.

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The meeting was held on June 17, 1954.

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The meeting was held on June 17, 1954, at 10:00 a.m.

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MARCH 1st, 1924.

The Commission met at 10.45 A.M.

Present:

The Chairman,

J. A. Ross,

E. A. Ross,

Also the Secretary.

The meeting was of an informal character preparatory to the meeting with the Premier at the Parliament Buildings at 11.00 o'clock, arrangements for which are referred to in the Minutes of February 29th, 1924. The Commission left to interview the Premier at 10.55.

The Commission returned from interviewing the Premier and general instructions were given to the Secretary regarding the winding up of the work. Direction was given that the official files of the Commission be put in order and transmitted to the Parliament Buildings as soon as possible. It was decided that the afternoon would be devoted to further study of the General Report.

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AFTERNOON SESSION

The Commission convened in the afternoon at 3.00 o'clock, the General Report being the subject of discussion.

EVENING SESSION

The Commission convened at 8.00 o'clock, the subject of discussion being the General Report. At this meeting all matters were disposed of, the Secretary being instructed to proceed forthwith with the final typing and proof-reading of the report. The meeting adjourned at 10.15.

CONFIDENTIAL

The Commission met at 10:00 a.m.

Present:

The Chairman,

A. A. Jones,

A. A. Jones,

and the Secretary.

The meeting was held in the Conference Room of the Commission Building at 11:00 a.m. The Commission was held in the Conference Room of the Commission Building at 11:00 a.m. The Commission was held in the Conference Room of the Commission Building at 11:00 a.m.

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CONCLUSION

The meeting of March 1st, 1924, was the last meeting of the Commission, but acting under instructions referred to in the proceedings thereof, the Secretary and general staff proceeded forthwith to finally proof-read and type the General Report. The report was delivered to the Premier by the Secretary on the evening of March 7th, 1924.

During the balance of the month of March the general staff of the Commission was fully engaged in typing additional copies of the General Report, putting the official files of the Commission in condition for submission to the Government, and generally winding up the affairs of the Commission.

**COPY**

This and the three preceding volumes contain copies of the Agenda and Minutes of the meetings of the Commissioners which copies are, to the best of my knowledge, exact duplicates of the original Minutes which were read to, and approved of by, the Commission.

JHWB/HM

  
SECRETARY

CONFIDENTIAL

The meeting of March 1st, 1961, was the last meeting of the Commission, but action taken in connection with the proceedings thereof, the Secretary and General Staff furnished reports to finally review and type the final report. The report was delivered to the President prior to the meeting of March 1st, 1961.

During the balance of the month of March the General Staff of the Commission was fully occupied in typing and editing copies of the final report, preparing the official copy of the Commission in connection with the report, and generally working up the situation in the Commission.

COPY

This and the other preceding volumes contain copies of the final report of the Commission of the President of the United States, to the House of Representatives, and the report of the National Security Council, and the report of the President of the United States.

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